

ASSOCIATION OF TAXATION TECHNICIANS  
ANNUAL REPORT AND FINANCIAL STATEMENTS

2024

TVM signed audit report  
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Registered Charity Number: 803480 Company Number: 2418331

# ANNUAL REPORT 2024

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# ANNUAL REPORT 2024

## OUR VISION

**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 objectives 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 we:

1. Set and administer tax examinations to become a Taxation Technician.
2. Liaise with and make submissions to the Revenue authorities and Government on the improvement and simplification of taxation compliance issues and relevant tax legislation.
3. Protect the public by monitoring Taxation Technicians' compliance with regulations.
4. Provide grants to other bodies which have similar or parallel charitable objects.
5. Run conferences and training courses for members, students and the public.
6. Operate an anti-money laundering scheme under the Money Laundering Regulations 2017 for members in practice.

### The Coat of Arms

The Arms granted to the Association in 1990 with Supporters granted in 1997.

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



## ANNUAL REPORT 2024

### PRESIDENT'S STATEMENT



#### Senga Prior reports

##### A Year of Growth and Resilience

This year has been one of significant achievement, continued growth, and of course, challenges, all of which speak to the dedication, resilience, and passion that our members, volunteers, and staff continue to show in everything we do. It is both a privilege and an honour to reflect on the progress we have made over the past year, as well as to look ahead at the work that remains before us.

I have had the privilege of serving the ATT in various roles over the years. As a Senior Tax Manager at Johnston Carmichael, specialising in personal tax, my own career journey has been shaped by the opportunities and challenges that our profession presents. I joined the ATT in 2002 and became a Fellow in 2017, the same year I joined the ATT Council. Over the years, I have gained invaluable insight into how the Association operates and how it continues to evolve in response to the changing needs of both the tax profession and the wider public.

##### Celebrating 10,000 Members

I want to take this opportunity to reflect on the vital work the ATT has undertaken over the last year, as well as to acknowledge the exceptional contribution of the thousands of individuals who make our work possible. First, a word on the growth of the Association. This year, we reached the

milestone of 10,000 members, a significant achievement that we should all be proud of. This growth reflects not only the increasing value that tax professionals place on the qualifications and support we offer but also the increasing recognition of the ATT as the leading professional body for tax technicians. We are continually striving to ensure our qualifications, resources, and support meet the evolving needs of our members, and this milestone is a clear indication that we are heading in the right direction.

##### Innovating and Expanding Resources

At the heart of the ATT's work is, and always will be, education. Over the last year, we have expanded our focus to incorporate a variety of educational initiatives. We've not only seen an increasing demand for our qualifications, but we've also continued to innovate in the way we provide learning resources for our members. Education is central to the work we do, and we're focused on making sure our qualifications remain relevant and responsive to the evolving needs of the profession.

One of the most exciting developments within the ATT is our ongoing efforts to introduce new resources aimed at supporting both current and future tax professionals. Our educational videos, launched last year, have been highly successful in helping both the public and tax professionals gain a better understanding of tax issues. This year, our technical team has produced an impressive new series of videos, covering key topics such as how to check and change your tax code, the impact of home working, and the types of common HMRC scams that people need to watch out for. These videos are part of our broader commitment to public education.

As part of our public-facing educational work, we have been continuing to build our outreach within schools, with the creation of lesson plans and videos to introduce the subject of tax and tax as a potential career

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## PRESIDENT'S STATEMENT

path. This work is vital in helping inspire the next generation of tax professionals, and we're hopeful that it will not only help raise awareness of our profession but also foster a new wave of tax technicians who will continue to shape the future of the sector.

### The Impact of Artificial Intelligence and Making Tax Digital

Of course, the world of taxation is constantly evolving, and one of the most pressing issues for the profession today is the rise of artificial intelligence (AI). This rapidly advancing technology is having a transformative effect on all sectors, including the tax profession. It presents both exciting opportunities and significant challenges. The ATT is actively exploring the impact of AI on our work, particularly in relation to our exams. We are looking at how AI is being used by tax professionals and students alike, and whether we need to rethink how we assess tax knowledge and skills.

AI, of course, has the potential to change the way we work in profound ways. However, it also brings with it a number of risks. The speed at which AI is advancing requires us to be proactive and responsive, ensuring that we strike the right balance between embracing the benefits of technology and safeguarding the integrity of the work we do. This is a key area of focus for the ATT over the next year, and we will be closely monitoring the impact of AI on both our qualifications and the profession more broadly.

Alongside AI, we have also seen ongoing developments in another area of major concern for our members: Making Tax Digital (MTD). As many of you will know, ATT have been involved with MTD from the very start, and we continue to be actively engaged in discussions with the government as the project progresses. The shift towards digital tax reporting is a significant change, and we are committed to ensuring that our

members' voices are heard throughout the process.

We welcomed the announcement in December 2022 that a more realistic and sensible timetable for MTD for Income Tax would be implemented. However, we remain concerned about the ongoing challenges faced by both HMRC and taxpayers in adapting to digital systems. The transition to MTD is a complex and costly process, and we will continue to push for a full evaluation of the project's future direction and delivery.

One of the other issues that continues to dominate the conversation in the tax world is the rising concern about HMRC service levels. Over the last year, we have raised several concerns about the ability of HMRC to provide the level of service that taxpayers and tax professionals expect. Whether it's the restrictions on the Self-Assessment helpline in the run-up to January's tax return deadline, or the difficulty that members face in getting through to HMRC and having their questions answered in a timely manner, it's clear that HMRC is struggling to meet demand. While we understand the pressures HMRC faces, it is vital that they are adequately resourced to deliver the high level of service that is required to support taxpayers. We will continue to raise these issues with HMRC and advocate for changes where necessary.

Another significant development we have been working on is the new Research and Development (R&D) tax relief regime. As you may recall, we expressed concerns last year that the April 2023 deadline for businesses, agents, and HMRC to adapt to the new regime was unrealistic. Unfortunately, those concerns have been proven correct. The House of Lords committee, after hearing from ATT, CIOT, and other stakeholders, published a report agreeing that the rushed implementation of this regime presents significant challenges. We remain committed to ensuring that the government



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takes a thoughtful and measured approach to R&D tax relief, one that balances the need for reform with the practical realities of implementation.

#### Success, Awards and Milestones

As we reflect on these challenges, it's important to recognise the incredible work that our volunteers, staff, and members continue to do in shaping the direction of the ATT. Our volunteers and (joint with CIOT) branch networks play a critical role in supporting the work we do and making sure our members receive the training, development, and support they need. The ATT would not be the organisation it is today without the dedication and hard work of our more than 80 volunteers who run our branches and contribute to our success in countless ways.

In October this year, we held the Joint ATT & CIOT Presidents' Reception and Thank You to Volunteers event at the Merchant Taylors' Hall. During the evening, it was my absolute honour to welcome Molly Eldridge as the 10,000th member of the ATT. Molly is a passionate advocate for small business and good tax planning. Her enthusiasm for the ATT qualification and the tax profession is truly inspiring. When asked for advice for those considering the ATT qualification, Molly's response was simple but powerful: "Do it!" We could not agree more.



**Senga Prior, President, and  
Molly Eldridge, ATT's 10,000<sup>th</sup> member  
Joint Presidents' Reception, October 2024**

As part of our commitment to celebrating the dedication of our members, I was also delighted to present several other awards that evening, acknowledging the exceptional contributions of those who have helped shape our work. Nancy Cruickshanks and Will Silsby were awarded the ATT Certificates of Appreciation, alongside Tracey Easman, Jeremy Coker, and Sue Fraser who received the ATT Council Awards. It is with immense pride that I reflect on these awards and milestones. They demonstrate the strength, dedication, and generosity of our members, volunteers, and others, who continue to drive the ATT's success. I would like to extend my heartfelt thanks to each one of you for your contributions and support. Together, we will continue to build on these achievements and work towards a bright future for the ATT and for the tax profession.



**Senga Prior, President, and ATT Council Award winners  
Tracey Easman, Sue Fraser, and Jeremy Coker  
Joint Presidents' Reception, October 2024**

#### A Strong Foundation for the Future

This year, I'd also like to take a moment to acknowledge the hard work of our technical team, led by Emma Rawson, our newly appointed Director of Public Policy, and Helen Thornley, Steven Pinhey, and David Wright our Technical Officers. The team has been instrumental in shaping policy and advocating for change on behalf of our members. I would also like to take a moment to acknowledge the support that

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Vicky Nicholas has given me during my Presidential year, in particular making sure I am in the right place at the right time and adhering to any dress code.

As we look back on this past year, it is important to acknowledge the transitions within our leadership team and the ongoing contributions of our dedicated Council members. One of the most significant changes has been the departure of Katharine Lindley from the ATT Council. Katharine also served as Honorary Treasurer and Chair of the Finance Steering Group. We are extremely grateful for Katharine's unwavering commitment, financial expertise, and guidance over the years, which have had a profound impact on the growth and sustainability of the ATT. While we are sad to see her leave Council, we are pleased that Katharine has agreed to continue her involvement with the Finance Steering Group, where her expertise will remain invaluable. Taking on both the role of Honorary Treasurer and Chair of the Finance Steering Group is David Bradshaw, to whom we extend our thanks for stepping up to these responsibilities.

In December, we were also delighted to welcome two new members to the ATT Council, Tom Wallace and Connor Whelan. Their wealth of experience and fresh perspectives will undoubtedly contribute to the success and development of the ATT in the years ahead. This year, we have also returned to holding in-person Council meetings, something that has been a long-awaited development. The ability to meet face-to-face once again has invigorated our work and strengthened our collaborative efforts as we continue to support our members and shape the future of the profession.

#### Promoting Tax as a Career

As part of our ongoing efforts to promote the profession, I would also like to highlight the success of the Step into Tax campaign.

Launched in September 2024, this multi-channel marketing initiative aimed to raise awareness of tax as a career and promote ATT qualifications to a diverse audience. We targeted students, employers, unqualified professionals, and career switchers through a blend of digital media, print materials, and advertising. The Step into Tax campaign has successfully positioned tax as an exciting and rewarding career path, and we are confident it will continue to have a lasting impact.



**Senga Prior, President, and  
Charlotte Barbour, CIOT President**  
Swansea University careers event, November 2024

#### Shaping the Future of Tax and the ATT

Looking ahead, we remain committed to advocating for a tax system that is simpler, fairer, and more accessible for everyone. We hear constantly from our members that they want a tax system that is easy to follow and leads to fewer mistakes, both by taxpayers and by HMRC. As we continue to work with policymakers, we will ensure that the views of our members are at the forefront of any discussions about changes to the system.

In conclusion, I am proud of all that we have achieved over the last year. The work of the ATT is making a real difference, not only to



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our members but to the profession. As President, I remain committed to ensuring that we continue to evolve, adapt, and respond to the challenges ahead, while staying true to our core values of education, integrity, and professionalism.

I want to thank all of you for your ongoing support. It is your dedication, your expertise, and your commitment to the profession that makes the ATT the strong and vibrant organisation it is today. We wouldn't be here without you, and I look forward to working with all of you as we continue to shape the future of the tax profession.



**Senga Prior, President, and  
Mark Drakeford, Cabinet Secretary for Finance  
Joint Presidents' Reception, November 2024**



# ANNUAL REPORT 2024

## REPORT OF COUNCIL

The Council members (who are the 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 2024.

### Reference and Administrative Details

The Association of Taxation Technicians is a registered charity in England and Wales, number 803480, and a company limited by guarantee, number 2418331. Its registered office is 30 Monck Street, London SW1P 2AP.

The names of all the Trustees, Chief Executive and professional advisers are listed on page 14.

### 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 45-48.

### Volunteers and Staff

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

Members are encouraged to become involved in our activities and there are over 80 unpaid volunteers on Council, Steering Groups, Committees, Sub-Committees, Branch Committees, and Working Parties. The Association is grateful not only for the generous input from all its volunteers at meetings and other activities but also to their firms who may ultimately bear the financial cost. It is not possible to quantify exactly how many volunteer hours were

provided in meetings during the year, but it is in excess of 6,000.

Association staff are responsible for providing efficient and effective support to all Steering Groups and Committees. Except for the Chief Executive and Lay Observer of the Chartered Institute of Taxation all staff are jointly employed by the Association of Taxation Technicians and the Chartered Institute of Taxation and the average number of employees in the year was 94 (2023: 88).

Our employee engagement survey showed that staff continue to enjoy working with us, with 90% of staff being fully engaged in their work. In recognition of this we are proud that we won the People Insight Outstanding Place to Work Award for the second year running.

### Health and Safety

The nature of the Association's activities means that employees and volunteers do not encounter many hazards in the workplace.

As a responsible employer, the health, safety, and wellbeing of our staff receives constant management attention to ensure a safe working environment for our staff and volunteers. A general policy statement on health and safety at work is included in the staff handbook.

The ongoing responsibilities include assessment and management of areas of exposure to organisational and remote workers' risk assessments, first aid provision, issuing statutory information, and increasing employee awareness of their role in maintaining a safe environment.

During 2024 we continued to support staff through continued access to counselling and GP services, as well as access to a wide range of well-being online resources and seminars. We held four in-person all-

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employee meetings at our London office to enable our homeworkers to network with office-based staff.

We have reviewed our health and safety policies and information packs to ensure we remain up-to-date, and our wellbeing and learning events are well attended and liked.

### Equality and Diversity

The Association is committed to providing equal opportunities to job applicants, staff, students, and volunteers regardless of sex, sexual orientation, marital status, age, race, ethnic origin, religion or belief, or disability. In 2024, 63% of our staff were female and 20% from diverse backgrounds. 34% of staff worked part time. The Association seeks to conduct all its activities in compliance with this principle and in full adherence to all applicable laws prohibiting discrimination in employment or service provision and developing and maintaining a diverse workforce of staff and volunteers at all levels within the Association. All new employees undergo diversity and unconscious bias training as part of their induction.

### Environmental, Social and Governance (ESG)

As a charitable body, the ATT is looking to make informed decisions based on the ESG credentials and how this can have a positive impact on the Association, our members, and the wider public. The ATT regularly reviews its carbon footprint, both in terms of the travel being undertaken by staff and volunteers, as well as the suppliers we use. All the hard copy publications provided to members are available as online editions and members are free to opt out of receiving the hard copies if they prefer.

### Officers and Council Members

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

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

During 2024 the following changes took place:

- Katharine Lindley ATT(Fellow) CTA left on 11 July.
- Thomas Wallace ATT joined on 12 December.
- Connor Whelan ATT CTA joined on 12 December.

The other members listed on page 14 served throughout the year.

The Officers appointed at the Council meeting held on 11 July 2024 to serve from 11 July 2024 to the Annual General Meeting to be held on 10 July 2025 were Senga Prior as President, Graham Batty as Deputy President and Barry Jefferd as Vice President.

### Objectives, Activities and Achievements

The Association's objectives 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.

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The Association had four key areas of interest for the year:

### 1. *Raising standards in the tax advice market*

We continued our engagement with HMRC on Raising Standards in the Tax Advice Market, including responding to consultations, attending roundtables and meetings both informally and formally. We surveyed our members twice during the year to get their views so we could input these into consultation responses.

### 2. *Examinations*

We are continuing to offer online examinations for 2025, using Exam4 and the open book format. We continuously review the format and content of our examinations, especially with the growing use of generative Artificial Intelligence such as ChatGPT.

### 3. *Tax education*

As part of our public-facing educational work, we have been continuing to build our outreach within schools, with the creation of lesson plans and videos to introduce the subject of tax and tax as a potential career path. These are available on our website for our volunteers and the public.

As part of our ongoing efforts to promote the profession, we launched the Step into Tax marketing campaign in September 2024. This multi-channel marketing initiative aimed to raise awareness of tax as a career and promote ATT qualifications to a diverse audience. We targeted students, employers, unqualified professionals, and career switchers through a blend of digital media, print materials, and advertising. The Step into Tax campaign has successfully positioned tax as an exciting and rewarding career path, and we are confident it will continue to have a lasting impact.

### 4. *Engagement with HMRC*

We have continued to engage with HMRC at all levels to make the system as easy and fair as possible for the public. Areas of engagement for 2024 included Making Tax Digital for Income Tax Self-Assessment, reform of the Basis Period rules, Research and Development Tax Credits, Service levels and Tax Administration Framework.

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

- President's Statement page 3.
- Steering Group and Committee Activities page 25.
- Public Benefit page 15.
- Treasurer's Report page 42.

### *Financial Review*

The net income before revaluations of investments for the year ended 31 December 2024 of £551,000 is shown in the Statement of Financial Activities on page 56. The gain on the revaluations of investment assets amounted to £210,000. A review of the Association's financial position is given on pages 56-72

At the end of 2024, the valuation of the longer-term investments held in the Association's investment portfolio grew by 11% to £2,490,000. The Association has asked its investment advisers to consider environmental, social and governance (ESG) risks as part of their investment decision-making process.

During the year £2,000,000 surplus cash has been deposited in short-term financial products such as notice accounts and fixed term bonds.

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### Donations, Legacies, and other Incoming Resources

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

### 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 charitable objectives and activities. During the year a grant to the value of £3,000 was made to the Tax Advisers' Benevolent Fund. Interested parties are referred to the Association's website.

### Reserves

In 2024 the target for reserves was composed as follows:

	2024 £'000
12 month's budgeted costs to provide financial stability and enable the Association to meet its commitments for a reasonable period in the event of adverse operating conditions	3,495
To cover (i) the unpredictable future costs of investigations and disciplinary hearings by the Taxation Disciplinary Board; (ii) the cost of improvements to our IT systems and website; (iii) the property costs; (iv) education technology; and (v) future cost of raising standards in the tax advisor market	1,800
	5,295
Actual reserves at 31 December 2024 (including designated funds)	6,363
Surplus in target level of reserves	1,068

### Reserves Policy

The Council has assessed the risks involved in the activities of the Association. The following reserves policy, agreed at the September 2024 Council meeting, remains in place:

- To retain a sufficient level of reserves to provide financial stability and the means for the development of the Association's principal activity. The sum required is equivalent to one year of budgeted costs, 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 Processes**  
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 reserves to cover such eventualities.
  - **Information technology**  
The IT infrastructure and software constantly need to be kept up to date to meet members' and students' requirements and expectations.
  - **Property**  
We are building up a property fund for use on the expiry of the current lease.
  - **Examination Development Fund**  
With the decision to keep all our exams online, we will need to invest further in remote invigilation and other resources to enable us to continue to offer students the best examination experience we are able to.



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- ***Raising Standards in the Tax Advice Market***

If HMRC go ahead with regulation of the Tax Profession, we will need to invest in additional staff resources to regulate our members should we choose to become a regulator.

We made a surplus in 2024, which was due in part to the continuing cost-saving measures that were taken by the Association as a result of the pandemic. The move to online examinations, hybrid working, and the continuing high proportion of meetings taking place by virtual means has kept expenditure down below pre-pandemic levels. This surplus will contribute to our level of reserves and will ensure that the Association can continue over the next few years when there is expected to be a reduction in students and subsequent income due to the decline in recruitment by employers of Tax Professionals.

### Investment Policy

The Association's powers of investment are set out in the Articles of Association which state 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 regularly review the value of funds the Association requires to be held in longer-term investment and short-term liquid funds, to ensure that they are adequate to meet its obligations.
- To hold short-term liquid funds in deposits and cash or suitable short-term low-risk investments.
- To maintain an investment strategy with a medium to high risk profile (based on industry standards) for longer-term investments.
- To take independent advice on all longer-term investments.
- To regularly review with its investment advisers the performance of longer-term investments.

Taking account of the challenging economic and market environment, the Council were satisfied with the performance of the longer-term investments in 2024.

### Payment of Suppliers

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

### Strategy: Plans for 2025

In keeping with the Council's strategic plan, the main objectives for 2025 include:

- ***Raising Standards in the Tax Advice Market***  
We will continue our engagement with HMRC on raising standards in the Tax Advice market, including responding to consultations and attending roundtables, formal and informal meetings.
- ***Examinations***  
We will be reviewing our online examinations and implementing the latest technology for remote invigilation.
- ***Tax Education***  
We will work with our volunteers to deliver tax education in schools and promote tax as a career through this programme. We will produce another 12 videos to be used in schools and to educate the public about tax.
- ***Engagement with HMRC***  
We will continue to engage with HMRC at all levels to make the system as easy and fair as possible for the public. Areas of engagement for 2025 include Regulation of the Tax Profession, Making Tax Digital for Income Tax Self-Assessment, reform of the Basis Period rules, Natural Capital, and Tax Administration Framework.
- ***Increasing our technical output***  
We will increase the resources within our technical team so that we can respond to more HMRC consultations and requests for meetings. We will increase the number of educational webinars, talks and articles to help members and the

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wider profession understand any changes to the tax system.

- **Digital Media**

We will increase our use of digital media so that we can target diverse audiences with key messages to enable them to pay the right amount of tax at the right time.

- **Artificial Intelligence**

We will keep abreast of the developments in AI and how they may affect the tax profession. We will help our members understand the changing environment by offering a one-day conference.

### Pay Policy of Key Management Personnel

The pay of key management personnel is reviewed annually and normally increased in accordance with average earnings. In 2024 all staff had their pay benchmarked by PayData and were awarded increases if appropriate.

### Public Benefit

The charity has referred to the recommendations contained in the Charity Commission's general guidance on public benefit when reviewing its aims and objectives and in planning future activities. In particular the Trustees consider how planned activities will contribute to the aims and objectives they have set. How the Association achieved its public benefit objectives can be found on page 15.

### Money Laundering Regulations 2017

The Money Laundering Regulations 2017 lists the Association as a supervisory authority for its members in practice. The Scheme was introduced in December 2007 and practising members have been

registering since that date. During 2024 the Association continued to ensure that members in practice were fulfilling their obligations under the Regulations, which included visiting members and checking their anti-money laundering policies and procedures. In addition, OPBAS undertook an inspection of our Anti Money Laundering Supervision in February 2024 and concluded we were 'effective'.

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

The trustees who were in office on the date of approval of the financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the trustees has confirmed that they have taken all the steps that they ought to have taken as directors 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 82 of this report explains the business to be considered at the Annual General Meeting on 10 July 2025.

This report was approved by the Council on 24 April 2025.

By order of the Council

**Jane E C Ashton**  
Chief Executive

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## COUNCIL AND ADVISERS

### President

Senga Prior ATT (Fellow) (2017) (E)

### Deputy President

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

### Vice President

Barry Jefferd BSc ATT (Fellow) CTA FCA (2021) (E)

### Honorary Treasurer

\*David Bradshaw BSc ATT (Fellow) CTA FCA (2015) (E)

### Council

Paul Benton ATT CTA (2023) (E)

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

\*Simon Groom BSc ATT (Fellow) CTA FCA (2018) (E)

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

Georgiana Head BA (Hons) MA ATT (Fellow) (2020) (E)

Jamie Hooper ATT CTA (2023) (E)

Banin Oozeerally BSc (Hons) ATT CTA FCCA (2021) (E)

Toyin Oyeneyin BA (Hons) MSc ATT CTA (2021) (E)

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

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

Eleanor Theochari ATT CTA (2023) (E)

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

Thomas Wallace ATT (2024) (E)

Connor Whelan ATT CTA (2024) (E)

(E) - Elected Member

\* Indicates Past President

The year of appointment to Council is shown in brackets

### Chief Executive

Jane Ashton ATT (Fellow) MAPM AMBCS

### Registered Office

30 Monck Street, London SW1P 2AP

Tel: 020 7340 0551

### Connected Charity

Chartered Institute of Taxation

30 Monck Street, London SW1P 2AP

### Bankers

HSBC plc

The Peak, 333 Vauxhall Bridge Road,  
London SW1V 1EJ

### Statutory Auditor

UHY Hacker Young

Thames House, Roman Square,  
Sittingbourne ME10 4BJ

### Investment Advisers

Rathbones Group Plc

30 Gresham Street, London EC2V 7QN

### Solicitors

Stone King LLP

Boundary House, 91 Charterhouse Street,  
London EC1M 6HR

## ANNUAL REPORT 2024

### PUBLIC BENEFIT

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

Our Technical Steering Group (TSG) continues to work towards developing a simple and accessible tax system for all taxpayers, whether represented or not.

A key area of focus for TSG in 2024 was Making Tax Digital for Income Tax Self-Assessment (MTD ITSA). The ATT continues to have close links with HMRC's MTD teams, both formally and informally, taking part in discussion groups about design and implementation issues, and reviewing legislation and guidance. As the 'go live' date approaches, the Technical Team's work has expanded into recommending steps members can take to prepare for April 2026 and beyond. The ATT has provided educational webinars, talks and articles to help members and the wider profession understand the changes, and has provided constructive comments to HMRC regarding their communications and public facing guidance.

Accurate and comprehensible guidance is key to both agents' and unrepresented taxpayers' understanding of the tax system. The ATT works closely with HMRC via the Guidance Strategy Forum and other groups to share concerns and ask for improvements to public guidance. During the year we maintained and added to our own 'how to' guides for members and the public and we now have a dedicated website page containing all our guides.

Along with appropriate guidance, simplification is essential if the tax system is to be readily understood and accessible to

agents and taxpayers alike. The ATT attended the Simplification Announcement Status Update meetings with HMRC, HM Treasury and members of other professional bodies where simplification measures announced at recent fiscal events are discussed. Both HMRC and HM Treasury are keen to further advance simplification, and the ATT continues to provide examples of instances where simplification in the tax system could help make compliance with tax obligations easier for taxpayers.

The ATT plays an active part in improving HMRC's service standards as part of HMRC's Charter Stakeholder Group. It is of fundamental importance that the Charter standards are translated into action across every section of HMRC. The ATT continues to monitor HMRC's performance against the Charter and their own standards and to feed back its members' experiences and observations.

The long-awaited consultation on regulating the tax advice market was issued in March 2024. The ATT responded to the consultation welcoming the engagement and tentatively supporting the option that all those engaged in the provision of tax advice for a fee should be mandatorily required to obtain membership of a recognised professional body. The summary of the responses to the consultation (which was issued at the end of 2024) indicated that the majority of respondents were in favour of this option, and further consultation will take place in 2025.

During the year, TSG submitted eight responses to public consultations on matters ranging from the abolition of the Furnished Holiday Lettings regime, VAT, and private school fees to raising standards in the tax advice market - strengthening the regulatory framework and improving registration. The TSG also contributed to the Public Accounts Committee enquiries into HMRC service standards. We made a total of eight



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representations in advance of the March and October budgets.

TSG continued to be involved in a variety of HMRC-led groups relating to the full range of UK taxes, as well as meeting on an ad-hoc basis with HMRC to discuss specific policy issues. We also continue to raise concerns about operational issues escalated from the Agent Forum and directly to us by members. HMRC's performance in terms of handling post and phone queries in a timely manner continues to be a major concern and is something we have raised at senior levels. We are also engaging with HMRC's longer term digital strategy via groups including the Agents Digital Design Advisory Group (ADDAG).

TSG produced 17 press releases during the year. These were reported extensively in tax, accountancy, and in-house publications, as well as in the mainstream media. Technical Officers and TSG members have contributed tax technical articles to various publications and made several appearances on local and national radio as well as television. Many of these activities were intended to draw attention to the implications for taxpayers of impending changes, or proposals that were under consideration. Such media activity can help taxpayers understand their compliance obligations and avoid errors.

TSG promotes education in tax, with members and Technical Officers presenting webinars on a variety of subjects for ATT/CIOT branches, as well as contributing to the ATT annual conferences and joint events with other bodies including AAT, and on AccountingWEB. The Technical Officers held two webinars specifically for ATT Fellows during the year with over 330 Fellows registering to attend and have also started quarterly all member webinars, the first of which covered a presentation on MTD ITSA. This range of events allows member and non-member attendees to ask questions and feed in comments to those presenting.

In our Employer Focus publication, we highlight matters which are of particular significance for employers and employees. During the year, twelve editions were produced, covering topics as diverse as 'company car versus company van' to 'tax incentives for occupational health'. All our conferences are available to members and non-members and our Employer Focus newsletter is freely available on our website.

During 2024, Technical Officers represented the ATT at 11 in-person events for schools and colleges, with the aim of educating students in tax literacy, and encouraging a wide selection of young people to pursue a career in tax.

Our open access policy means that all of those who wish to register as students may do so, regardless of their previous academic record. We offer three routes into full ATT membership: the 'traditional' route, the Tax Pathway, and the Level 4 Professional Tax Technician Apprenticeship. In addition, for those requiring a tax qualification at a lower level, we offer Foundation Level qualifications in Personal Tax, Business Tax, Value Added Tax and Transfer Pricing.

To help students prepare for the examinations, we run Exam Focus and Skills Days prior to both the May and November examination sittings. These are designed to help students with their revision. They cover both core and more challenging areas of the syllabus for each of the papers. Tutors guide students through past examination papers, assisting with identification of issues and scenarios to produce an examination standard answer. Students who are unable to attend the live events can purchase recordings of the webinars to view at their convenience.

On 31 October, we launched the ATT's mentoring programme. The ATT Mentor Match is designed to support personal and professional growth through meaningful connections. Whether individuals are

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looking to develop new skills, gain insights, or expand their network, this programme pairs experienced mentors with individuals seeking guidance and development. Through one-on-one sessions, participants can receive tailored advice, constructive feedback, and encouragement to help them achieve their goals. This initiative fosters a culture of learning, collaboration, and mutual respect, empowering all involved to reach their full potential and make lasting impacts within our community.

During 2024, we relaunched our careers work under the title 'Step into Tax'. We have revamped the website and produced new downloadable brochures aimed at students, employers, career switchers and those looking for their next career. We have also produced a series of YouTube videos covering such areas as the benefits of a career in tax, launching your career whilst caring for your family and what makes a career in tax so enjoyable.

As well as YouTube videos on a career in tax, we also produced a series of educational

YouTube videos aimed at the public covering topics as wide ranging as how to read and change your tax code, tax free childcare, and how to pick a tax advisor. We also continue to develop our social media offerings by raising awareness of topical tax issues via our various social media platforms. During the year we helped correct misinformation on the effects of the provision of data by online platforms to HMRC, commonly referred to by many as the 'side-hustle' tax. Our website attracts large numbers of visitors with 736,000 page views in 2024. Our most popular article this year was our basis period reform FAQs, with over 21,000 views.

The Branch Network puts on a range of technical events across the United Kingdom and beyond. During 2024 many events were held online and were accessible to members, students, and members of the public. In addition to the live events, recordings are also available to purchase. Our CPD events are open to all, and details of forthcoming events can be found on our website.

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## LAY PUBLIC INTEREST COUNCIL OBSERVER



### George Ritchie reports

This is my second annual report as the ATT Lay Public Interest Council Observer. My role includes reporting annually on the Council's conduct of business in relation to safeguarding of the public interest, particularly as a charity, and commenting on the Council's adherence to the Association's Articles and statutory obligations and functions.

I have attended all four Council meetings this year. I have also attended meetings of the Leadership Team and two key Steering Groups. This was with the aim of better understanding when and how matters are brought up to Council so as to be satisfied that Council is able to fulfil its role effectively, with sufficient oversight, and with appropriate division of responsibilities/delegations of authorities between the Council and the ATT Executive. As evidenced below, I consider the ATT to be in good health in these regards.

My report has due regard to the Charity Governance Code's seven Principles, grouped under the following four headings.

### Organisational Purpose (Principle 1)

The ATT's core charitable objectives are (in brief):

- To advance public education in and promote the study of the administration and practice of taxation,

- To prevent crime, and
- To promote the sound administration of the law for the public benefit.

In addition to meeting its 2024 objectives, as described more fully elsewhere in this report, Council has throughout the year focused thoughtfully on how best to secure the ATT's delivery of its objectives and ensure its sustainability.

It was noted that, after the disruption to business as usual during the pandemic and its aftermath, the ATT is heading into calmer waters, enabling better forecasting but uncertainties still remain. Examples include the ATT's accommodation needs as home and office working models evolve and future delivery of education in different jurisdictions. Council very appropriately discussed such issues with its charitable objectives and duties firmly in mind, undertaking deep dives where necessary, and with good recognition of the need to ensure appropriate use of charitable funds and appropriate delivery of its educational programmes.

Council received AML reports highlighting progress made and key risks at each meeting. The 2024 OPBAS report evidences the ATT is delivering well on its second objective.

### Architecture & Governance

(Principles 2, Leadership and 5, Board Effectiveness)

My attendance at meetings of the Leadership Team, Finance Steering Group (FSG), and Member and Business Development Steering Group (MBDSG) reassured me that careful consideration is given to the matters to be brought to Council, and that the ATT Executive are clear on their delegations of authority i.e. the decisions they may take themselves and those that must be brought to Council. As I reported last year, the engagement between the Executive and Council is open,

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## LAY PUBLIC INTEREST COUNCIL OBSERVER

respectful, and amiable. These are key factors in ensuring Board Effectiveness.

I was pleased to note proactive management of non-attendance at Council and committee meetings has this year improved (already high) attendance rates and engagement.

### *Ways of Working*

(Principles 4, Decision Making, Risk and Control and 7, Openness and Accountability).

Council meetings were again both in-person and virtual this year. Only one urgent decision needed to be taken by email between meetings as a result of extraneous changes on a matter that had previously been considered by Council.

Focusing this year on financial processes and controls, these appear robust. I observed several positives worthy of mention. These include the Financial Forward Plan used by the FSG, the careful consideration of Council during the budget planning process, and the 2024 annual audit. In the course of the audit it was noted there is excellent financial management, this year there had been better quality of audit feedback and smooth engagement in the lead up to the Council meeting. This made Council's task easier.

The Strategic Risk Register is updated for each quarterly meeting. The slight process changes introduced last year to highlight for Council more explicitly any significant changes to the register and to allow more time at meetings to discuss these are now

embedded in Council's way of working and working well.

### *Culture*

(Principles 3, Integrity and 6, Equality, Diversity & Inclusion).

I continue to be impressed by the ATT's culture. Council discussions have been conducted with integrity, with a clear focus on "doing the right thing" for all stakeholders and of respecting – and on delivering on – the ATT's charitable objectives. I observed the positive "tone from the top" from Council flowing down into the Leadership Team and Steering Group meetings I attended.

I attended one of the 2024 training sessions on the role of Charity Trustees. This annual training which all Council members attend is a visible hallmark of the ATT's culture of commitment to ensuring a healthy culture and acting with integrity and commitment to EDI.

Having observed the Leadership Team and the FSG and MBDSG in action this year, in the coming year, I am aiming to observe a meeting of the EDI Committee to enhance my understanding of how effectively the ATT's EDI policies are being delivered.

In conclusion, I extend my gratitude to all Council members, CEO Jane Ashton and the members of the Leadership Team and Steering Groups I have observed over the last year for their warmth of welcome, willingness to engage, and transparency.



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### ENFORCEMENT OF STANDARDS



#### Tom Hayhoe, TDB Chair, reports

The Taxation Disciplinary Board Limited (TDB) is an independent body which handles complaints about alleged breaches of professional rules and conduct by members and students of the ATT and CIOT. For the purposes of the figures quoted in this report students are counted as members.

The TDB is responsible for administering the Taxation Disciplinary Scheme (TDS), which sets out the principles and powers underlying the participant bodies' complaints and disciplinary procedures. These procedures exist to protect the public. By maintaining and enhancing professional standards they also strengthen the standing and reputation of the tax profession and are beneficial to all members. The TDB aims to ensure it is at the forefront of best regulatory practice and is committed to an open and effective system of complaints handling and disciplinary tribunals.

#### Governance of the TDB

Overall responsibility for the administration of the TDS lies with the TDB Board of Directors.

Susan Humble was Chair until February when her term of office came to an end. I was appointed in her place and have a wealth of experience across a broad range of private, public and third sector roles, including at the College of Policing, Nursing and Midwifery Council, ACCA, and various NHS bodies. I am currently the Covid

Counter-Fraud Commissioner at HM Treasury and chair the Legal Services Consumer Panel. I have chaired, and been a member of, many professional regulatory boards and panels.

I am currently supported by three directors, Brian Palmer appointed by ATT, Daniel Lyons appointed by CIOT, and Jane Brothwood an independent Non-Executive Director who joined in February.

The Committees and Tribunals appointed by the TDB are drawn from a panel of legally qualified professionals, tax professionals, and lay persons. Panel members do not have any current involvement with the standards setting of the two participant bodies.

Complaints are managed by the TDB Operations Team within a firewalled area of ATT/CIOT Professional Standards under the oversight of the Head of Professional Standards.

The Board employs a part-time Executive and Strategy Officer, who supports the Board and panel members, working on policy and strategy and fulfilling the company secretary's duties. The Board is also recruiting a part-time assistant.

The Clerk to the Disciplinary Tribunal is responsible for the organisation and conduct of disciplinary hearings.

#### Developments in 2024

On 01 January 2024, the new regulations were introduced. These have been reviewed thoroughly and reflect the move of case management to within ATT/CIOT Professional Standards. The regulations seek to improve the administration of complaints with, for example, the introduction of consent orders and service by email. Fines for administrative breaches are now administered by professional standards with referrals to TDB for non-payment.

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### ENFORCEMENT OF STANDARDS

The investigation of complaints, including the function of 'reviewer,' and day-to-day administration is undertaken by two Case Managers within the TDB Operations team.

TDB have continued to operate remotely with some in-person meetings at the office in Monck Street. Hearings are generally held virtually with some Disciplinary Tribunal hearings held in person in Monck Street.

A successful training day was held in November 2024 with most attendees attending in person and some joining virtually. It was a wonderful opportunity to get together again, to learn and share good practice. Presentations were received from Sarah Ellson, Partner at Fieldfisher solicitors on recent case law, safeguarding and whistleblowing and a discussion on the new consent order procedure and recently updated Indicative Sanctions Guidance (ISG). The ISG was updated in October to reflect the changes in the updated regulations, following a benchmarking exercise to recommend appropriate levels of fines (as the current levels were below those felt appropriate by similar professional regulators). The updated guidance comes into effect from 01 January 2025.

Jane Mellor, Head of Professional Standards at ATT/CIOT presented on a range of standards topics including the approach to Anti-Money laundering requirements.

#### Complaint cases received in 2024

TDB still maintains a backlog of cases, but good progress is being made in working through these. While there were some initial teething issues with the use of consent orders these have proved to be useful in speeding up the resolution of cases and reducing costs for members.

The TDB received 70 referrals in 2024 and were put on notice of three potential referrals depending on the outcome of criminal proceedings (two of these relate to

ATT members). Of the 70 cases, five were made by ATT (or ATT and CIOT for joint members), and a further nine for CIOT members and one ADIT Affiliate (members for this purpose includes students). The remainder were made by other professional bodies, government, clients, or other members of the public.

There are 47 cases still at the Pre-Investigation Committee stage, of which 18 relate to ATT members. 11 (one ATT member) out of the 47 are awaiting outcomes from other regulatory bodies. Those 11 cases cannot be progressed pending conclusion of the other investigations/proceedings.

Of the cases received in 2024, 14 have concluded, five of which related to ATT members (or joint ATT and CIOT members); four were concluded at the Investigation Committee, in one case there was found to be no prima facie case to answer, one was a decision for the case to rest on file, one was concluded by consent order for censure and costs, and one by consent order requiring payment of a fine and costs. One complaint against an ATT member was closed because insufficient evidence was provided by the complainant. Of the 14 closed another two related to individuals who were not within TDB jurisdiction as they were found to not be members.

Two cases have been through the Investigation Committee and the consent order offers are with the member for consideration (one of these relates to an ATT member).

Three cases have been referred to Disciplinary Tribunal (none relate to ATT members) and four have been referred for a decision of the Investigation Committee (one of which relates to an ATT member)

There were nine AML related complaints during 2024, three of which related to ATT members.

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## ENFORCEMENT OF STANDARDS

### Disciplinary hearings and outcomes in 2024

The Disciplinary hearings in 2024 have included referrals during 2024 but also in relation to earlier years.

Cases in relation to 18 ATT members came before Investigation Committee hearings during 2024. The cases in relation to five ATT members were referred on to the Disciplinary Tribunal, one of which was also referred for a hearing before the Interim Orders Panel. In four cases it was deemed there was no prima facie case, or no sanction required although the complainant appealed in one case which went back to a second Investigation Committee hearing following review by an Investigatory Assessor and this case is now going forward to the Disciplinary Tribunal. Five cases have been settled by way of agreement with the member through a consent order. Two cases have been noted to rest on file. We await the agreement of one member in relation to a consent order and in another case the Investigation Committee has requested additional evidence.

During 2024 the Interim Orders Panel met three times, and one ATT member was

suspended pending the outcome of disciplinary proceedings.

In 2024 an Investigatory Assessor was also asked to review a case in relation to an ATT member. The complainant had appealed following a 2023 Investigation Committee Hearing where it was determined there was no prima facie case and the complaint could be closed. The Investigatory Assessor upheld the decision of the Investigation Committee.

Eight ATT members came before the Disciplinary Tribunal during 2024. All members were charged costs. Four were censured and one of these was also fined. Two were expelled and one of these was also fined. One was suspended for one month and one was removed from the student register.

Note that for some members more than one case was heard by the Investigation Committee or Disciplinary Tribunal and in some cases Investigation Committee panel members had to meet more than once to discuss the case, particularly in relation to the agreement of consent order terms.

# ANNUAL REPORT 2024

## BRANCHES REPORT



### Lynne Poyser reports

The aim of the Branch Network is to support the ATT to deliver its aims and objectives by undertaking activities in furtherance of the public benefit, namely, education in taxation.

This is achieved by:

- the delivery of public events to further the public education of taxation matters.
- the delivery of accessible, inclusive, high quality, and affordable CPD, and bringing the profession together as a community via peer-to-peer learning and networking.

### Community

The Branch Network is supported by over 80 volunteers who are ATT members or students, 35 of whom are in the role of Chair or hold an Officer position. This includes 13 new branch committee members who joined in 2024.

We would like to extend our thanks to the branch volunteers who have supported the network for several years and have decided to step down. In some cases, they have taken up other roles within the Association, in others they have made way for new volunteers in the interests of good governance and succession.

Branch volunteers met twice online and once in-person to discuss 'Building the profile of your branch', which included

exploring strategies to enhance engagement and the types of events that might increase attendance.

Overall, the Branch Network delivered a total of 120 events in 2024 on a broad range of topics, including:

- Associated Companies – how to navigate your way through the rules
- Introduction to International Corporate Tax
- How to handle national minimum wage reviews
- Managed Service Company legislation explained: insights on key risks and HMRC's interpretation
- Trust Registration service update
- UK tax and essentials for influencers and their advisers

In 2024, we brought local communities together with more in-person events across the network (70 CPD and social events delivered in 2024 compared with 38 events in 2023). This has led to a pleasing increase in registrations from ATT members (1040 in 2024 compared to 250 in 2023) and ATT students (150 in 2024 compared to 50 in 2023).

Quotes from branch event attendees:

- *The speaker was excellent*
- *Great course and refreshments. It was good to see people in the flesh and have a chat afterwards*
- *Informative talk, good networking opportunities*

Attendance at our virtual events has remained high with members, with 6,200 member registrations in 2024 (compared to 5,700 in 2023), though we have seen a reduction in student registrations (450 registrations compared to 800 in 2023). This has been attributed, in part, to the reduction of the number of online events held in 2024 (45 events compared with 51 in 2023), as we placed a strategic focus on driving engagement through our in-person



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### BRANCHES REPORT

programmes. However, as that is unlikely to account for the entire reduction, we will be revisiting topics and timings of events as we continue to engage members and students in 2025.

Thank you to all volunteers for their hard work throughout the year to provide our members and students with relevant CPD and networking opportunities



**ATT President, Senga Prior, and Banin Oozeerally, London Branch Chair  
with London Branch members at the End of Summer party**

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## STEERING GROUP REPORTS

### Equality, Diversity and Inclusion Committee



#### Olayinka Iwu reports

Throughout 2024, the ATT and CIOT CEOs and senior management teams have continued supporting the work of the joint Equality, Diversity, and Inclusion (EDI) committee. This has centered on our first three-year Equality, Diversity, and Inclusion Strategy with its accompanying five-point action plan. While much progress has been made over the past 12 months, we are not complacent. The strategy continues to help focus and support our shared EDI values across both organisations. The strategy is available on both websites and has been communicated to members and stakeholders. Feedback from members and staff about our EDI Strategy and work is welcomed.

#### EDI Strategy and Action Plan

Throughout 2024, the ATT, in collaboration with the CIOT, continued to advance the strategy aimed at promoting and embedding a positive EDI culture across both organisations. This effort has been overseen by the EDI Committee and its independent Chair, Olayinka Iwu.

The committee's key objectives are to:

- Grow and celebrate our diverse membership and volunteer community, reflecting the UK's cosmopolitan society.

- Increase ATT and CIOT's influence with key stakeholders and government.
- Improve brand awareness of the ATT and CTA community.
- Deliver diversity of thought and experience for our members through our national and regional events programme and leadership.

The committee met four times in 2024, reporting to both Councils on the progress of the 2024 action plan. The five aims of the plan are outlined below, accompanied by updates on the related initiatives.

#### *Aim 1: Develop an inclusive environment*

- Managers and staff received EDI training: a full day's EDI training for managers, a half-day workshop for staff with managers, and subsequent individual team discussions.
- All Trustees were shown a reminder video on unconscious bias, and they will receive further EDI training in 2025.
- Trustee vacancies were advertised across several outlets, redacting some application details to prevent unconscious bias, and choosing as diverse an interview panel as was possible.
- With their permission, profiles of some members and students from diverse backgrounds were featured in Tax Adviser magazine and other publications.
- The 2024 Employee Opinion Survey results showed that 94% of employees felt that everyone was welcome regardless of background or identity, and 91% felt that they were treated fairly and with respect.
- CIOT and ATT received the Outstanding Workplace award for the second year running from People Insight for achieving a top-quartile engagement score in the annual Employee Opinion Survey.
- The Tax Adviser magazine website was updated to incorporate suggestions from the Web Content Accessibility Guidelines, enhancing usability for people with

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## STEERING GROUP REPORTS

disabilities. We have also explored the option of implementing specialist software to review the Tax Adviser, ATT, and CIOT websites for compliance with updated accessibility guidelines.

### ***Aim 2: Embed EDI values in our work***

- In collaboration with the External Relations team, an Inclusive Language Guide was developed to support staff communications. It was updated during the November meeting to include a section on neurodiversity.
- We continued to enhance event accessibility in 2024 by offering a mix of in-person, online, and hybrid formats. We reviewed key event venues for accessibility and broadened the diversity of panelists by encouraging new speakers from our membership to participate and join our new speaker program.
- A corporate inclusion calendar was maintained across both organisations, highlighting key holidays, festivals, and other important dates. Meetings, events, key committees and steering groups were timed to avoid these dates, when possible.

### ***Aim 3: Build an inclusive membership base***

- Work was undertaken on understanding the diversity profile of our membership and volunteer base so that we could monitor engagement, progression, and retention. As part of this process, there will be a survey in 2025.
- The committee collaborated with the Returning to Work working group. To support members returning to work after a career break.

### ***Aim 4: Inspire the next generation***

- Work was focused mainly on our marketing campaign 'Step into Tax' aimed at students, career switchers, and employers. In addition, we attended many career fairs and schools to promote both tax as a career and educate students about paying tax.

### ***Aim 5: Be thought leaders for the tax profession***

- We communicated the importance of an inclusive tax profession through articles in Tax Adviser magazine which outlined how the profession benefited from improved equality and diversity.
- We selected awareness days to highlight our connection to individuals across membership and staff.

### **External Engagement**

In addition to working towards the five aims of our strategy, the EDI committee welcomed external speakers to help broaden its understanding of EDI issues affecting the tax profession.

In September, the committee welcomed a speaker from Grant Thornton to share the firm's experience of social mobility programmes, including its Social Mobility Taskforce Advisory Board, and the RISE initiative for students aged 14 to 16. This inspiring work will feed into the committee's plans for 2025.

In November, representatives from HMRC's Equalities and Extra Support for Customers Team attended the committee to provide insights and updates on HMRC's EDI activity. HMRC continues to focus on working to improve customers' experiences, commissioning research, and collating insights on improving the design of the tax system. The committee appreciated HMRC's openness and the opportunity to exchange thoughts and ideas.

Additional speakers will be invited to attend committee meetings in 2025, enabling members to continue learning from other organisations EDI initiatives while also sharing our own experiences and insights.

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## STEERING GROUP REPORTS

### Committee Changes

Over the course of 2024 we welcomed Kaila Engelsman, Sofia Thomas, and Heather Wallace to the committee. Jim Robertson and Suzanne Willis have stepped back from the committee's work, and we are grateful to them for their contributions

### Looking Ahead

At the end of 2024, given the limited time and resources available, the committee were pleased to reflect on what had been achieved. At the February 2025 meeting, they will finalise an updated action plan incorporating outstanding tasks from 2024 and new priorities such as social mobility and change.



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## STEERING GROUP REPORTS

### Examination Steering Group



#### Barry Jefferd reports

This is my first report as chair of the Examination Steering Group, and I would like to thank my predecessor, Graham Butty, for all his hard work over many years.

The ATT tax examinations continue to be held remotely using the Exam4 software with students and employers now very familiar with this online approach. Incremental improvements have been made to the software during the year, giving students more functionality. The examinations also continue to be open book reflecting the real-world environment in which candidates work.

During the year candidates sat 3,630 papers achieving 2,595 passes. Congratulations to all of you who passed your tax exams during 2024.

Our exam software provider is continually working on improving the system and at present we are working with them on an enhanced invigilation module. During 2024, our anti-plagiarism software checked for any possibility of collusion, and this will continue throughout 2025, together with other new features to ensure our exam regulations are not breached.

From May 2025 we are making changes to the format of the exams so that each paper will comprise between four and six long

form questions, each of 15 to 25 marks, and the only non-tax element of the Certificate exams will be Professional Responsibilities & Ethics. This means that there will be no short form questions and Accounting and Law will be removed from the Certificate exams. In future, Accounting and Law will be examined only via the Computer Based Exams (CBEs). The new Law manual (7<sup>th</sup> edition) is now available to purchase on the ATT website and it will be examinable from 01 March 2025.

Information regarding the change of exam format from 2025 is available on the ATT website and from the Tutorial Bodies. A Paper 1 Personal Taxation Sample Exam is also available on the ATT website to show the change in style of exam.

We will continue to ensure our examinations remain robust and relevant as the world of work continually changes.

The ATT have always taken the needs of our students into consideration. We have a detailed access arrangement policy ensuring that students requiring extra time or help are supported. We also have a special circumstances policy to cover incidents or unforeseen circumstances that happen during or just before the examinations. A new method for using this policy was trialled during the November 2024 exams and more information will be issued prior to the May 2025 session.

On 27 June 2024 we were delighted to welcome new members and their families to the Admission Ceremony at the Law Society in London. We were also delighted to be able to present prize winners with their medals and prizes.

In 2024, the ATT worked with the Trailblazer Employer Group to develop a new Level 4 Apprenticeship in Taxation. The development progressed well during the year and the new standard and assessment plan were consulted upon before being

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### STEERING GROUP REPORTS

considered for approval by the Institute for Apprenticeships and Technical Education at the end of the year. We expect the new apprenticeship, which mandates the ATT qualification, to be available for delivery in 2025. In July 2024, NCFE ceased delivery of the end point assessments for the existing Level 4 Apprenticeship in Taxation and 1st Awards replaced them as the end point assessment organisation. We expect that 1st Awards will continue in this role for the new standard.

During the year there were 455 students registered for our non-UK VAT Compliance Diploma (VCD) and 136 for our non-UK Diploma in Transfer Pricing (DTP). 120 VCD and 35 DTP certificates were awarded. There were 447 students studying for our four Foundation Level qualifications in Personal Taxation, Business Taxation, VAT Compliance, and Transfer Pricing, with a total of 70 certificates awarded. 907 students have registered on the relatively new Diploma in Corporate Tax (non-UK) since its introduction in 2022, and 430 certificates have been issued to successful students. A new Diploma in International Tax will be available in early 2025 and we hope this will be as successful as the other

Diplomas. The Diploma is an online qualification designed to provide tax professionals in the UAE with an overall understanding of international tax. The course covers the basic principles of international tax, double taxation conventions, and also looks at some of the anti-avoidance measures currently in place. The knowledge gained from this course will provide students with an understanding of some of the issues faced by individuals and businesses operating globally.

This year saw our longstanding Director of Education, Rosalind Baxter, step down from the role. I would like to extend my thanks to her for her commitment and dedication to tax education and assessment over the last 30 years. I wish her all the very best for the future. The ATT welcomed Vicky Purtill as our new Director of Education. Vicky has very quickly settled into the role, and it is clear the Education Department is in safe hands. Finally, a huge thank you to our Chief Examiner, Helen Stainton, and her team of examiners and the Education Team who monitor and deliver the whole examination process. The work they do is immense and always with the need of our student members at the forefront.



Simon Groom with prize winners from the 2024 examinations

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## EXAMINATION RESULTS

2024 Examinations – May			
	No. of candidates	No. passing	Pass rate
Personal Taxation	723	475	66%
Business Taxation	606	424	70%
Business Compliance	134	117	87%
Corporate Taxation	204	146	72%
Inheritance Tax, Trusts & Estates	118	82	69%
VAT	58	42	72%

May 2024 prizes and medals were awarded as follows:	
<b>Association Medal</b> (best overall performance)	Mia Helena Tucker
<b>Tolley Prize</b> (highest total mark when taking all three papers at one sitting)	Mia Helena Tucker
<b>President's Medal</b> (at the discretion of the President)	Georgina Hannah Marie Durie
<b>Ivison Medal</b> (Personal Taxation paper)	Mia Helena Tucker
<b>Jennings Medal</b> (Business Taxation paper)	Mia Helena Tucker
<b>Collingwood Medal</b> (Business Compliance paper)	Mia Helena Tucker
<b>Stary Medal</b> (Corporate Taxation paper)	Jake William Fisher
<b>Kimmer Medal</b> (Inheritance Tax, Trusts & Estates paper)	Corey Matthew Jones
<b>Gravestock Medal</b> (VAT paper)	Yik Yu Valerie Leung
<b>Johnson Medal</b> (Computer Based Examinations in Professional Responsibilities & Ethics, Law, and Principles of Accounting)	Ciaran Shannon

## ANNUAL REPORT 2024

### EXAMINATION RESULTS

#### 2024 Examinations – November

	<i>No. of candidates</i>	<i>No. passing</i>	<i>Pass rate</i>
Personal Taxation	587	383	65%
Business Taxation	585	460	79%
Business Compliance	113	93	82%
Corporate Taxation	301	245	81%
Inheritance Tax, Trusts & Estates	133	81	61%
VAT	68	47	69%

#### 2024 Examinations – Computer Based (1 January – 31 December 2024)

	<i>No. of candidates</i>	<i>No. passing</i>	<i>Pass rate</i>
Professional Responsibilities & Ethics	645	534	83%
Law	743	488	66%
Principles of Accounting	637	431	68%

#### November 2024 prizes and medals were awarded as follows:

<b>Association Medal</b> (best overall performance)	Scott Lewis Shepherd
<b>Tolley Prize</b> (highest total mark when taking all three papers at one sitting)	Scott Lewis Shepherd
<b>President's Medal</b> (at the discretion of the President)	Joshua Alex Lowe
<b>Ivison Medal</b> (Personal Taxation paper)	Perla Hoffman
<b>Jennings Medal</b> (Business Taxation paper)	Zak William Rogers
<b>Collingwood Medal</b> (Business Compliance paper)	Scott Lewis Shepherd
<b>Stary Medal</b> (Corporate Taxation paper)	Sophie Amelia Glaister
<b>Kimmer Medal</b> (IHT, Trusts & Estates paper)	Adam Wyatt
<b>Gravestock Medal</b> (VAT paper)	Ciaran Shannon
<b>Johnson Medal</b> (Computer Based Examinations in Professional Responsibilities & Ethics, Law, and Principles of Accounting)	Alexander Griplas
<b>Jean Jesty Prize</b> (awarded by the Worshipful Company of Tax Advisers to the student under 21 years of age as at 31 December 2024 achieving the highest overall marks in the three papers and three Computer Based Examinations)	Joseph Fletcher



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### STEERING GROUP REPORTS

#### Member and Business Development Steering Group



##### Georgiana Head reports

Member and Business Development Steering Group met three times during the year, in March, June, and October, with all meetings held virtually.

Association membership continues to grow. During 2024, we admitted 606 new members, taking our total to over 10,000 members, alongside 81 new Fellows. As of 31 December 2024, total membership stands at 10,138, including 1,742 Fellows.

We were pleased to continue to provide all members with valuable resources: Tax Adviser; Tolley's Tax Guide; annotated copy of the Finance Act; and Whillans's Tax Tables. Members also received the ever-popular mouse mat and could order tax rate cards. As always, if you would prefer to receive electronic copies of some or all our publications, please contact our Member Services Team who will be happy to assist you.

Reaching our 10,000-member milestone in early August was a proud moment, marked by welcoming Molly Eldridge into membership. To celebrate, we featured a member interview in Tax Adviser, published a full-page advert, created a dedicated webpage, shared posts on social media, and updated the ATT email signature.

This year's events programme was as busy as ever. Two virtual Fellows' webinars in April and October attracted around 10% of Fellows. Topics included avoiding self-assessment problems, MTD and basis period reform, and the regulation of tax agents. These sessions were expertly led by our Technical Officers, Steven Pinhey, Emma Rawson, Helen Thornley, and David Wright, who also facilitated group discussions. The annual tax conferences, held over the summer, included two virtual sessions and one in-person event, led by Barry Jefferd and the Technical Officers. We also launched a new series of free webinars for members, alongside our popular joint Employer Webinar Series with the Chartered Institute of Taxation (CIOT). Barry and the Technical Officers also presented at the Sharpen Your Tax Skills events in November and December, jointly organised by ATT and AAT.

Our Admission Ceremony, held in the lovely surroundings of the Law Society brought together new members and their families, along with prizewinners from the May and November 2023 exam sittings, as well as the esteemed past Presidents after whom the medals are named.

At the joint ATT and CIOT Thank You to Volunteers event, ATT President Senga Prior presented the ATT Council Awards and Certificates of Appreciation. Molly Eldridge was also welcomed as our 10,000<sup>th</sup> member. Joint luncheons with the CIOT at the Corinthia, Edinburgh's Royal College of Physicians, and Cardiff Castle brought members, Fellows, and guests from other professional bodies, parliament, HMRC, accounting and law firms together. At Cardiff, Mark Drakeford, Cabinet Secretary for Finance, linked Cardiff's maritime history to modern tax policy in his speech.

Throughout the year, Technical Officers Emma Rawson and Steven Pinhey have represented the ATT at schools and careers events across the UK, engaging with

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### STEERING GROUP REPORTS

students ranging from primary school age to university level. These events have been an excellent opportunity to promote careers in tax and highlight the pathways offered by ATT. To make these interactions more engaging, we used branded Tax Q&A cards, which include a timeline of UK tax history and answers to frequently asked questions. These cards proved highly popular, particularly when accompanied by a quiz where students could win prizes for achieving the highest scores.

To enhance the Association's presence at events, we updated our merchandise offerings introducing items like highlighters, sticky note sets, umbrellas, and wireless chargers. Additionally, we developed new banner stands with the more engaging and student-centric message "A Career in Tax," tailored specifically for schools and careers fairs. These, alongside ATT-branded tablecloths, have significantly strengthened our visual identity and provided a professional, cohesive look at events.

Following the success of the videos launched in 2024, the Technical Team recorded a second series with a more technical focus. These videos cover practical and accessible topics, including the high-income child benefit charge, tax issues for high earners, tax-free childcare, spotting HMRC scams, and understanding tax codes. Additional videos addressed topics such as home working for the self-employed, selecting a tax adviser, and reading a P60, alongside broader themes like managing tax on savings interest and pursuing a career in tax.

This has also been a year of growth in marketing and business development. We were proud to sponsor Tolley's Tax Mentor of the Year Award, which was presented to Jane MacKay by our 2023/24 President, Simon Groom, at the Tolley's Tax Awards in May.

September saw the launch of our Step into Tax campaign, which ran through October

and marked a significant step forward in our digital outreach efforts. For the first time, we established a presence on Instagram and TikTok, recognising their popularity among younger audiences and aiming to connect with the next generation of tax professionals. The campaign featured a mix of content, including recorded interviews with members, employers, and employees, alongside dynamic, user-generated-style videos tailored for these platforms. In addition to our new ventures on Instagram and TikTok, the campaign maintained a strong presence on LinkedIn and X (formerly Twitter). The campaign also featured printed materials, including eye-catching banner stands, brochures for students and employers, an FAQ sheet, and a PowerPoint presentation with supporting resources. These materials were designed to empower members to promote careers in tax and the ATT qualification during school presentations and career events.

October also marked the launch of ATT Mentor Match, a mentoring platform exclusively for members and students. The platform has been well received, with a strong uptake from both mentors and mentees. Feedback has highlighted its effectiveness in reducing apprehension around mentoring and enabling participants to set and achieve personal and professional goals with greater confidence.

In recognition of Trustees' Week 2024, we shared a series of LinkedIn posts to acknowledge the contributions of our volunteers, encourage interest in joining Council, engage younger members, and promote the mentoring platform.

Finally, I would like to thank Vicky Nicholas for her excellent secretariat skills, the Steering Group members for their valuable input throughout the year, and the Member Services and Events Teams for their hard work in supporting our initiatives and bringing our plans to life.



## ANNUAL REPORT 2024

### STEERING GROUP REPORTS



New members from the  
2024 Admission Ceremony

# ANNUAL REPORT 2024

## STEERING GROUP REPORTS

### Professional Standards Committee



#### Tracy Easman reports

Members are expected to adhere to high professional standards to maintain trust in the profession by members of the public, HMRC, and other third parties. The Joint Professional Standards Committee looked at several important issues during the year as part of the continuing work to set appropriate standards and review and monitor adherence to these.

#### Rules, Guidance, and Member Support

##### *Professional Indemnity Insurance (PII) and Continuing Professional Development (CPD)*

The regulations and guidance were updated in 2023, so no further updates have been introduced in 2024.

We continued to regularly liaise with insurance providers to monitor market conditions in relation to obtaining insurance. We have also been monitoring whether updates to ICAEW PII requirements are likely to impact ATT members.

The CPD working party also continued to keep the regulations under review and spent time during the year looking into how Professional Standards training can be provided in an effective way for use by all members.

#### *Member support*

We are pleased to provide support to members through our helpline: [standards@att.org.uk](mailto:standards@att.org.uk). Queries covered a wide range of issues including PII, how to meet CPD requirements, handover of clients to new advisers, and suspicious activity reporting.

#### *Raising Standards*

##### *Work with HMRC*

We continued to liaise with HMRC about raising agent standards and were pleased to respond to the HMRC consultation on raising standards in the tax advice market: strengthening the regulatory framework and improving regulation. As part of our work in this area we surveyed members to get their opinions on the points raised. Our response indicated our support for mandatory registration to interact with HMRC and it is pleasing to see that, following the summary of responses, HMRC plan to move forward with this. In principle we also supported the mandatory membership of a Recognised Professional Body as the most appropriate way for the regulation of the tax services market. We did, however, feel that there were many elements which would require further consideration and consultation.

Following work with HMRC in 2023 the updated Standard for Agents was published in 2024. The ATT was involved with the small group tasked by the Professional Conduct in Relation to Taxation author bodies to meet with HMRC and agree the updated wording.

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

PCRT continued to be kept under review, especially given the work undertaken by the International Ethics Standards Board for Accountants and their work to introduce an ethical framework on tax planning.

Work has also been progressed in relation to updating the topical guidance covering the application of professional standards to the provision of research & development tax



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## STEERING GROUP REPORTS

credit services. We expect the updated guidance to be available in 2025.

Making Tax Digital for Income Tax and use of Artificial Intelligence are also areas where members are seeking guidance on how to apply PCRT principles and small working groups have been set up to look at these areas.

### Compliance

The ATT does not simply set standards but must also monitor compliance and follow up where non-compliance is identified, including the issue of fines and referral to the Taxation Disciplinary Board (TDB) where appropriate.

With the TDB Operations Team having moved in-house from 01 September 2023, we saw much closer liaison between the Professional Standards and the TDB Operations teams during the year.

Following Regulation changes coming into force from 01 January 2024 administrative fines were dealt with by the Professional Standards Team which freed up time for the TDB Operations Team to concentrate on the cases needing to be looked at by the Investigation Committee.

### Annual Return

The Annual Return is a key element in checking member compliance. Members completing the form must self-certify compliance with CPD, PII, and Anti-Money Laundering (AML) obligations and respond to conduct questions including criminal convictions and disciplinary action by another professional body. Members failing to complete a return risk referral to the TDB and we have stepped up enforcement activity in this area including the issue of fines for non-submission.

With the regulation of the tax profession in the spotlight, it is vital we are able to ensure our members are compliant with our rules.

### CPD audit

The annual check of a selection of CPD records indicated a high level of compliance with this membership requirement.

### Anti-Money Laundering (AML)

#### AML Supervision and inspection visits

The ATT supervised 620 firms as at 31 December 2024 and 31 AML inspection visits were undertaken during the year.

#### Enforcement

Historically we have referred members to the Taxation Disciplinary Board (TDB) for failure to complete renewal forms and the TDB would issue them with fines. Following the regulation changes in January 2024 the Professional Standards team were able to issue the fines for late AML renewal and seven ATT members were required to pay fines in 2024.

In line with requirements placed on us by the Money Laundering Regulations and the Office for Professional Body Anti Money Laundering Supervision (OPBAS) we have taken a firmer line in 2024 in relation to AML non-compliance in other areas and have referred three members to the TDB for late AML supervision registration and failure to deal with AML requirements.

### Communication

In addition to regular AML newsletters, articles in the Weekly News email and Tax Adviser magazine we covered AML in our Professional Standards webinar in April 2024 and a further AML update was provided in November 2024. The November webinar included guidance on the changes taking place at Companies House. We also provided AML training to TDB staff as part of the TDB training day.

Our annual report on our activities as an AML supervisor was titled 'AML Supervision in an evolving landscape'. This report is a requirement under the Money Laundering Regulations in addition to the annual report

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which we submit to HM Treasury and provides more information about the supervisory activity undertaken during 2023/24. This is available on our website.

#### *Office for Professional Body Anti-Money Laundering Supervision*

We continue to engage with the other AML supervisors, HM Treasury, and OPBAS in order to meet the statutory requirements placed on us as supervisors. We also actively take part in information sharing on financial crime threats and risks.

We are accountable to OPBAS for the standard of our supervision and in February

2024 OPBAS undertook an inspection. Action points were identified, and we are working through these and liaising with OPBAS on progress made. Overall, the results were encouraging in relation to the effectiveness of our supervisory activity.

We expected to hear back from HM Treasury during 2024 following the 2023 consultation on the reform of the anti-money laundering and counter-terrorism financing supervisory system. No consultation response was published during the year, and we therefore await news of further developments in this area.

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### STEERING GROUP REPORTS

#### Technical Steering Group



#### Senga Prior reports

The Technical Steering Group (TSG) has had another varied and successful year in 2024.

There have been some changes in the composition of TSG. During the year we welcomed three new members: Thomas Wallace, Gabriel Benton and Mike Britton. Senga Prior remains in place as Chair and Jon Stride as Vice-Chair.

TSG is supported by the ATT's Director of Public Policy, Emma Rawson (appointed from 01 December 2024, previously a Technical Officer) and a team of three Technical Officers: Helen Thornley, Steven Pinhey and David Wright.

Emma and Helen have appeared extensively on national and local radio, and television during 2024 to discuss areas such as clarifying the new reporting requirements for digital platforms and its impact on casual sales, the taxation of savings income and commentary on the spring and autumn Budget announcements.

TSG had three virtual meetings during the year together with an in-person meeting during the summer. These meetings were used to discuss topical issues and oversee the technical work of the ATT in ensuring that the tax system works for all. The discussions at TSG meetings feed into the drafting of responses to consultations and

comments on draft legislation and help identify issues to be raised with HMRC or which require further consideration or publicity. Our November meeting included a session on Making Tax Digital (MTD) for Income Tax Self-Assessment (ITSA) where an HMRC representative was in attendance. A very successful virtual post-Budget meeting was also held, and this is likely to become a regular event.

TSG's VAT Sub-Group has continued to provide an excellent forum for the identification of VAT-related issues. The group draws strongly on the wide practical experience of its members. Julia Garbutt remains the group's Chair, and during the year Chris Lewis was appointed Vice-Chair. The group met four times during the year, and areas of focus have continued to centre around HMRC service standards, land and property and VAT registration issues.

The technical team continues to engage with the wider ATT membership on technical issues. Over 40 members act as contributors, providing vital views on consultations, draft legislation, and tax administration. The technical team continues to receive a significant volume of technical queries from members. Over 150 queries were received by the technical team in the year, both via the technical inbox and directly.

MTD for ITSA remains a significant area of interest.

The ATT Technical Team continues to have close links with HMRC's MTD teams, both formally and informally, taking part in discussion groups on design and implementation issues, and reviewing legislation and guidance. Emma has also recently become co-chair (alongside HMRC) of a dedicated MTD Guidance Strategy Group.

The Technical Officers have presented topical MTD updates and readiness tips at

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### STEERING GROUP REPORTS

several webinars throughout the year, including a free webinar for members in October, presented alongside HMRC representatives. They have also written MTD related articles for publications such as Tax Adviser, Tax Journal, AccountingWEB, and of course the ATT website.

As the MTD for ITSA 'go live' date approaches, the technical team's work has expanded into recommending steps members can take to prepare for April 2026 and beyond. In November, the team published a PDF guide for agents on how to get ready for MTD for ITSA, which adds to the growing list of resources available via the MTD hub on the ATT's website. The technical team already have a number of MTD related talks and webinars planned for 2025 and will be looking for opportunities to promote MTD-readiness to both ATT members and unrepresented taxpayers.

Changes to the income tax basis period rules have been a major area of concern for members this year. The technical team have continued their close engagement with HMRC, via regular stakeholder meetings and informal discussions and consultation. To assist agents and taxpayers in understanding the rules, we have published a comprehensive 'FAQs' document on the ATT website. This popular guide is frequently updated and has been praised by members and the wider tax and accounting community for its clarity. Emma has presented several talks and webinars and written articles about basis period reform, including for Taxation and AccountingWEB. We expect interest in this area to decrease as we move into 2025 and returns affected by the transitional rules have been filed. However, we will continue to engage with HMRC, particularly on their compliance approach.

The ATT continues to work closely with HMRC helping to shape and improve public guidance. The ATT's feedback this year has resulted in changes to letters sent to

bereaved taxpayers, the publication of the P1000 form, which should help to ensure that refunds from deceased estates go to the right person, and updated guidance on making marriage allowance claims.

The ATT continues to raise concerns about HMRC systems and processes via the Issues Overview Group and encourages agents to raise issues direct with HMRC via the Agent Forum. Issues raised this year include problems with self-assessment registrations and missing PAYE codes in agent online services accounts. HMRC performance standards continued to cause members problems during 2024. The ATT will continue to raise concerns through appropriate channels in 2025. The technical team continues to raise practical, day-to-day, compliance issues with HMRC as members bring them to our attention.

The ATT also played an active part in HMRC's Charter Stakeholder Group during 2024, highlighting the fundamental importance of the Charter obligations being translated into action across every section of HMRC. The ATT monitors HMRC's performance against the Charter and HMRC's own standards and continues to feedback based on ATT members' experiences and observations.

During 2024, Steven gave two presentations to HMRC's new recruits on 'the customer voice' as part of their induction masterclass on the Timeliness of Response. He also undertook a podcast style interview with Mike Howe, Deputy Director of Professionalism and Customer Experience on 'Professionalism and Capability' within the tax profession.

Helen continues to co-chair with HMRC the Agent Digital Design and Advisory Group. The group has contributed to a list of 'pain points' across HMRC services which cause problems for agents and taxpayers. The group has also started to engage with HMRC



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### STEERING GROUP REPORTS

on the proposals to modernise systems and mandate tax adviser registration.

During 2024, TSG responded to eight formal consultations, made four spring Budget and four autumn Budget representations, and engaged with HMRC both in standing group meetings and informally on a number of issues. The ATT is represented and continues to play an active part on over 35 different HMRC groups informing decision-making and representing our members' views.

The submissions and engagements are a key part in the ATT's work towards developing a simple and accessible tax system for all taxpayers, whether represented or not. During the year, the ATT together with other professional bodies met with the Financial Secretary to the Treasury, expressing concern over the growing complexity of the UK tax system, and sought reassurances that simplification will continue to be embedded into both policy and operational decision making. This group of professional bodies continues to meet with members of HMRC and HMT to advance the simplification agenda and create tangible benefits for taxpayers and agents.

Promoting education in tax remains a key focus. Members of the technical team contributed to the Association's Annual Tax Conferences, which were held in a hybrid format this year with two days being held online and one in-person event in Monck Street. These live interactive sessions were attended by over 130 delegates and received positive feedback.

Members of the technical team were also actively involved in two live events as part of the joint AAT-ATT Sharpen Your Tax Skills series led by Barry Jefferd. The online training sessions gave a comprehensive overview of recent tax changes, delivered using practical scenarios and case studies, and attracted over 400 registrations.

During the year all four Technical Officers were involved in recording short YouTube videos. These educational videos are aimed at the public and cover topics as wide ranging as how to read and change your tax code, tax free childcare, and how to pick a tax advisor. Links to the YouTube videos are freely available from the ATT website.

In 2024, the Technical Officers presented several online talks and webinars. These included technical updates for the ATT/CIOT branch network covering areas such as basis period reform, MTD and the distinction between tax avoidance and tax evasion.

Two webinars specifically for ATT Fellows were held in 2024. At each of these events, one of the Technical Officers gave a short presentation, and the three others then hosted discussion rooms for those attending. In total over 330 ATT Fellows registered to attend these events.

David's Special Interest Group looking at the work of the One-to-Many Compliance Advisory Board (OCAB) and particularly the use of HMRC's One-to-Many letters continued during 2024 with two meetings held where feedback was provided to inform our work in this area. Steven also held two meetings of the newly created Special Interest Group looking at the taxation treatment of influencers and content creators.

In addition to their regular items in Tax Adviser, the technical team continues to contribute regularly to publications such as AccountingWEB and Taxation Magazine, with over 50 articles being written during 2024. Topical news items are frequently added to the ATT website, with over 60 items published in 2024. The team produced 17 press releases on technical topics during 2024, many of which were relevant to the wider public as well as tax professionals. These were reported extensively in tax, accountancy, and in-house publications.

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Through both press releases and direct engagement with journalists, the ATT was quoted frequently in mainstream media including the Financial Times, Sunday Times, The Times, and the Daily Express. The ATT was also quoted in several trade publications including British Dealer News, Car Aftermarket Trader, Veterinary Practice, and Contract Flooring Journal with articles looking at VAT for land businesses, IR35 and off-payroll working, capital v revenue costs, and trivial benefits.

The technical team issues a monthly ATT Technical Round-up email to ATT Council members, TSG members and contributors. The aim of these monthly emails is to provide a short insight into the work of TSG and the technical team in the past month and highlight any areas where additional input would be particularly welcome. A

version of this email is also circulated to ATT Fellows each month.

Twelve editions of Employer Focus were published in the year. Articles highlight tax and employment issues relevant to employers. During the year, these have included articles on changes to claiming tax relief for employment expenses, more support for parents with sick or preterm babies, and a series of 'back to basics' topics including staff entertaining and how to check and change your tax code.

The TSG has had another productive and successful year, and this is expected to continue into 2025, when the group's focus will continue to be on shaping MTD for ITSA, and the changes to the ITSA penalty regime as well as informing discussions around raising the standards in the tax advice market.

# ANNUAL REPORT 2024

## TREASURER'S REPORT



### David Bradshaw reports

#### Overview

I am pleased to present my report as the Association's Honorary Treasurer and Chair of the Finance Steering Group. Throughout the year, the Association has continued to focus on delivering its core activities of advancing public education in, and promoting the study of, the administration and practice of taxation and providing support to our members. This has meant continuing to deliver our examinations online and our other activities on a hybrid basis. Our prudent approach to your Association's finances and providing good value for money remains central to our financial strategy.

#### Results for the Year

The operating gain for the year before investment valuation movements was £551,000 (2023: £978,000). The funds of the charity at the end of 2024 amounted to £6,363,000 (2023: £5,602,000).

The result for 2024 was a good performance and builds on similar results in the last five years. The financial strategy during this period has been to deliver surpluses to rebuild the Association's reserves following two years of operating deficits in 2018 and 2019. The Trustees consider the current levels of reserves to be sufficient to ensure the Association is resilient in the face of

future uncertainty, therefore the forward-looking financial strategy is to deliver a break-even position.

#### Income

The income for the year was £4,201,000 (2023: £3,857,000), an increase of £344,000.

Income from examinations and student registrations increased by £142,000 to £1,624,000 in 2024, an increase of 9%. Membership subscriptions has also had strong performance during the financial year, increasing from £1,788,000 in 2023 to £1,950,000 in 2024, a 9% increase. This increase was driven by the growth in membership

With regard to membership subscriptions and fees, it remains our policy to keep any increases to the minimum necessary to achieve the Association's budgetary objectives, however, as a result of the inflationary pressures in the economy, it was decided by the Trustees that there would be an increase in membership subscription rates for 2024. The increase in membership subscription fees was below the average Consumer Price Index increase in 2023 of 3.9%.

#### Expenditure

Expenditure for the year amounted to £3,650,000 (2023: £2,879,000). This is an increase of £771,000.

Staff costs increased in the year as anticipated in the Association's budget, in response to the inflationary background and in order to retain and attract staff. Staff costs increased by £87,000 to £1,521,000.

The Association shares staff and other administrative services with the CIOT which enables both organisations to benefit from economies of scale and efficiencies.

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## TREASURER'S REPORT

The expenditure of the Association is in furtherance of its charitable objectives and in addition to delivering examination and Continuing Professional Development (CPD) programmes, grants of £3,000 (2023: £26,000) were made in the year to charities that are aligned to our objectives.

We continue to provide our members with supportive educational resources including Tolley's Tax Guide, Whillans's Tax Tables, mouse mats, Tax Adviser, and an Annotated Copy of the Finance Act. Apart from the mouse mat these are all available online and members can choose not to receive the paper copies if they wish.

### Taxation Disciplinary Board

The professional delivery of taxation-related services requires an effective and independent disciplinary scheme to maintain the confidence of HM Government, HMRC, the business sector, and the public, in our Association. The Taxation Disciplinary Board (TDB) administers the Taxation Disciplinary Scheme for both the ATT and the CIOT. Expenditure of £54,000 was incurred in 2024 (2023: £54,000) as the Association's contribution to the TDB's costs, and this comprises part of Member Services' expenditure in the financial statements.

The Association maintains a designated fund to be called upon should the TDB be facing unusually complex and costly cases.

### Reserves

Reserves are held to provide the Association with the financial security it needs to meet its obligations and liabilities and to enable investment in new initiatives in furthering its charitable objectives.

During the year, Council reviewed the designated funds and introduced a new fund of £500,000 to fund any expenses associated with raising standards in the tax market. The other designated funds remain aligned to the designated funds in 2023. The IT fund is £350,000, the education fund is £300,000, the property reserve is £500,000, and the disciplinary reserve is £150,000. Total designated funds at the balance sheet date are £1,800,000.

The Reserves Policy adopted by Council sets the target level of general reserves to be equivalent to a minimum of twelve months' budgeted costs. General reserves at the end of 2024, as stated in note 12, amounted to £4,563,000 (2023: £4,302,000) which was equivalent to 16 months. Total Unrestricted Reserves at the end of 2024 were £6,363,000 (2023: £5,602,000). The surplus in actual reserves compared to the targeted level is £1,068,000 and is a result of the net income reported for the year, unrealised gains within the investment portfolio and brought-forward reserves from 2023.

The Association keeps its activities and expenditure under regular review, and any necessary action will be taken to ensure operational efficiency and value for money. The Trustees are confident that this approach will continue to provide sustainable finances in support of its charitable aims over the medium to long term.

### Going concern

The financial statements are prepared on a going concern basis as the Trustees are satisfied there is reasonable expectation that there are adequate resources to continue in operational existence for the foreseeable future.



## ANNUAL REPORT 2024

### TREASURER'S REPORT

Details of the Association's reserves are shown in the Report of Council.

#### Investments

The Association's longer-term investment portfolio was valued at £2,490,000 as at 31 December 2024 (2023: £2,252,000).

Investment income arising from the portfolio is reinvested. The Finance Steering

Group meets regularly with our investment managers, Rathbones, and we keep our investment strategy under review annually.

#### Thank you

I would like to record my thanks to the members of the Finance Steering Group who served during the year, as well as our Finance Team at Head Office for all their support.

## ANNUAL REPORT 2024

### ASSOCIATION GOVERNANCE



**Jane Ashton reports**

#### 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 2024 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 and Vice President are separate and clearly defined. The Council considers that its non-Council committee members are independent.

The Association operates an independent process for recruiting Trustees. A

nominations Committee reviews all applications and an interview panel comprising of three members of the committee interview selected candidates.

The Council met five 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 94% (2023: 93%) at Council meetings. Council and committee members are required to make declarations of interest in any matter arising at meetings whenever appropriate. A Register of Council and Committee Members' Interests is kept. Members of Council have access to the advice and services of Association staff and may take independent professional advice at the expense of the Association. There are a number of standing committees of Council to which implementation of the Association's strategy has been delegated. Standing committees adopt the same approach to the preparation and distribution of papers for meetings. Membership of the committees as of 31 December 2024 is set out on pages 49-50.

#### Election to Council

Election of up to 24 members of Council is by the Members of the Association at the Annual General Meeting. The Chartered Institute of Taxation is entitled to nominate one member of Council. Currently this is the CIOT's Vice President. Council is responsible 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

# ANNUAL REPORT 2024

## ASSOCIATION GOVERNANCE

bring to the attention of the Association which might bring the Association into disrepute. In addition, a background check is conducted by an independent company. There is a Trustee (Council member) Code of Conduct which they agree to adhere to. Trustee training is provided each year for new and existing Trustees and a Trustees' Handbook has been issued to all Trustees.

### Leadership Team

In addition to the usual six meetings per year the Leadership Team met roughly every two weeks throughout the year to consider budgets and other matters.

### Audit & Risk Committee

The Audit & Risk 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 Chief Executive attends all meetings. Members of the Committee, who receive no remuneration for their services although travel expenses are reimbursed, operate independently of the Council, have accountancy and/or taxation qualifications, and recent and relevant experience. The Committee acts as a catalyst in relation to matters that affect the Association's financial

controls, reporting requirements and risk management and is authorised to seek any information it requires from members of the Council, the external auditor and the staff. In this role it reviews:

- financial control policies and their practical implementation;
- the changes in the external environment and the procedures used to respond to them; and
- the management of any prospective risk.

It has a specific responsibility for making a recommendation to Council on the appointment and removal of the external auditor. The committee met three times during the year and requests and receives reports from management and from the external auditor on the audit. It considers annually a wide range of audit-related subjects and reports directly to the Council and comments on perceived weaknesses. No major weaknesses in internal control systems have been identified.

### Council Member Remuneration

Council members receive no remuneration for their services as Trustees although their expenses incurred on Association business are reimbursed. There is provision in Article 6 of the Articles of Association for up to six members of the Council or former members who have served on Council in the last three years to receive remuneration for their services as a lecturer or examiner. During 2024 one member of Council was paid for their services as a lecturer at the annual tax conferences and the joint conferences with the Association of Accounting Technicians (2023: none).

The respective responsibilities of the Council and auditor in connection with the financial statements are explained on pages 52-55. 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

# ANNUAL REPORT 2024

## ASSOCIATION GOVERNANCE

Council. However, management of the day-to-day activity is delegated to the Chief Executive and the Officers. Certain powers of the Council are delegated to committees and to the Chief Executive who is also entrusted with carrying out appropriate aspects of the Association's strategy. An annual letter of assurance is signed by the 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.

### Internal Controls

The Council acknowledges that it is responsible for the Association's system of internal controls 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 controls on a regular basis by monitoring the reports from the Audit & Risk 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 & Risk 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.

### Fundraising

The Association does not raise funds for itself through asking for public donations in any form.

### Risk Management

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

We have identified the following as our principal risks:

- Qualification fails to meet the requirements of employers and students – the examination syllabus is reviewed annually, and our Employer Engagement programme ensures that the qualification remains attractive and relevant.
- Our public voice is ignored – we have strengthened our Technical Team and regularly meet with HMRC and HMT. We contribute to consultations on the development of the UK tax system to ensure that, for the public, it is workable and as fair as possible.
- Significant loss of income, particularly from members – we survey members and the employers of our members on a regular basis to ensure that we are providing the services they want.
- IT system development – the costs associated with moving into a digital world are constantly monitored and controlled.
- Artificial intelligence (AI) – this is constantly monitored. We have reviewed our examination papers and have implemented IT systems to detect if any students are using AI in their examinations.



## ANNUAL REPORT 2024

### ASSOCIATION GOVERNANCE

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 2025 and beyond and the timing

of expenditure relating to its strategy and is satisfied that it is appropriate to prepare the financial statements on the going concern basis.

**Jane Ashton**  
Chief Executive

# ANNUAL REPORT 2024

## COMMITTEES OF COUNCIL

### Leadership Team

Senga Prior ( <i>Chair</i> )	David Bradshaw	Simon Groom
Graham Batty	Barry Jefferd	

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

*Chair alternates between Presidents*

Graham Batty	David Bradshaw	Barry Jefferd
Simon Groom	Senga Prior	

### Audit and Risk Committee (joint with the Institute)

Laura Kaye Tomlinson* ( <i>Chair</i> )	Graham Batty	Ralph Pettengell*
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### Climate Change Working Group (joint with the Institute)

Jason Collins ( <i>Joint Chair</i> )	Mark Feldman ( <i>Joint Chair</i> )	Toyin Oyeneyin
Senga Prior		

### Crypto Assets Working Group (joint with the Institute)

Gary Ashford ( <i>Chair</i> )	Ross Bond*	Jeremy Coker*
Lucy Orrow*	Sofia Thomas*	Paul Webster*

### Digitalisation and Agent Services Committee (joint with the Institute)

Alison Hobbs* ( <i>Chair</i> )	Tara Bell*	Sarah Ferries*
Patrick Kelly*	Stuart Miller*	Yvette Nunn*
James Tweedy*	Morag Watson*	

### Equality, Diversity and Inclusion Committee (joint with the Institute)

Olayinka Iwu* ( <i>Chair</i> )	Reshma Johar* ( <i>Vice Chair</i> )	Jeremy Coker*
Georgiana Head	Yvette Nunn*	Eleanor Theochari

### Examination Steering Group

Barry Jefferd ( <i>Chair</i> )	Graham Batty ( <i>Vice Chair</i> )	Paul Benton
Angela Cairns*	Tracy Easman*	Jackie Hall
Vicky Hulse*	Natalie Miller*	Connor Whelan

### Finance Steering Group

David Bradshaw ( <i>Chair</i> )	Jeremy Coker*	Richard Freeman
Simon Groom	Jamie Hooper	Katharine Lindley
Stuart McKinnon*		

### Member and Business Development Steering Group

Georgiana Head ( <i>Chair</i> )	Banin Oozeerally ( <i>Vice Chair</i> )	Nic Byrne*
Richard Freeman	Sarah Hewson*	Murat Kurt*
Nicola Midgley*	Hayley Perkin	Puregrace Rydzewski*
Juan Carlos Venegas*	Abbie West-Kelsey*	Rana Zubair*

# ANNUAL REPORT 2024

## COMMITTEES OF COUNCIL

### Policy Review Group (joint with the Institute)

Helen Whiteman (CIOT CEO <i>Chair</i> )	Jane Ashton	Graham Batty
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### Professional Standards Committee (joint with the Institute)

Tracy Easman* ( <i>Chair</i> )	Colin Lothian*	Banin Oozeerally
Brian Palmer*	Gianluca Pin*	David Rose*
David Stedman*	Eleanor Theochari	Anthony Thomas*
Richard Todd	Juan Carlos Venegas*	

### Technical Steering Group

Senga Prior ( <i>Chair</i> )	Jon Stride ( <i>Vice Chair</i> )	Delyth Barnett*
Trevor Blackmur*	Gabrial Brenton*	Mike Britton*
Jeremy Coker*	Ann Elmer*	Matthew Herring*
Abigail Holland*	Colin Lothian*	Yvette Nunn*
Hayley Perkin	Sofia Thomas*	Thomas Wallace

### VAT Sub-Group

Julia Garbutt* ( <i>Chair</i> )	Christopher Lewis* ( <i>Vice Chair</i> )	Ross Bond*
Harris Bone*	Nancy Cruickshanks*	Glyn Edwards*
Mike Frost*	Becky Hayes*	Matthew Herring*
Jamie Jarrett*	Hugh Mitchell*	Stephen Taylor*

### Representation on committees of the Institute

#### Education Committee

Barry Jefferd

#### Examination Committee

Barry Jefferd

#### Finance Committee

David Bradshaw

#### Officers' Group

Senga Prior

#### Technical Policy and Oversight Committee

Senga Prior

\*indicates co-opted member

For all Joint Committees, only ATT members are listed

The Directors are responsible for preparing the Annual Report and the Financial Statements in accordance with applicable law and regulations.

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

In preparing these Financial Statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity's website is the responsibility of the Directors. The Directors' responsibility also extends to the on-going integrity of the financial statements contained therein.

### **Statement of disclosure of information to the Auditor:**

The Directors who are 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.

This report was approved by Council on 24 April 2025.

By order of the Council.

Jane Ashton  
**Secretary**



# ANNUAL REPORT 2024

## INDEPENDENT AUDITOR'S REPORT

### To the Members of the Association of Taxation Technicians:

#### Opinion on the financial statements

We have audited the financial statements of The Association of Taxation Technicians (the 'Charitable Company') for the year ended 31 December 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable by law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable Company's affairs as at 31 December 2024 and 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.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Independence

We remain independent of the Charitable Company in accordance with the ethical requirements relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

#### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Council's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Council (who are the Trustees and Directors of the Charitable Company for the purposes of Charity and Company Law) with respect to going concern are described in the relevant sections of this report.

#### Other information

The Council are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is

## ANNUAL REPORT 2024

### INDEPENDENT AUDITOR'S REPORT

materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### Other Companies Act 2006 reporting

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Annual Report of Council, which includes the Directors' Report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report, which is included in the Annual Report of Council, has been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Annual Report of Council.

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

- adequate accounting records have not been kept by the Charitable Company; or
- the Charitable Company's financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of Directors' remuneration specified by law are not made;
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirements to prepare a strategic report.

#### Responsibilities of Council

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

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

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

# ANNUAL REPORT 2024

## INDEPENDENT AUDITOR'S REPORT

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

### Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

### Non-compliance with laws and regulations

Based on:

- Our understanding of the Charitable Company and the sector in which it operates;
- Discussion with management and those charged with governance, including Audit & Risk Committee, legal counsel and internal audit; and
- Obtaining an understanding of the Charitable Company's policies and procedures regarding compliance with laws and regulations.

We considered the significant laws and regulations to be the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities SORP (FRS 102), Charities Act 2011, Companies Act 2006 and UK and international tax legislation.

The Charitable Company is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and

regulations to be Health and Safety Act 1974, Data Protection Act 2018, Employment Rights Act 1996, and the Bribery Act 2010.

Our procedures in respect of the above included:

- Review of financial statement disclosures and agreeing to supporting documentation;
- Review of minutes of meeting of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations; and
- Review of legal expenditure accounts to understand the nature of expenditure incurred.

### Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Charitable Company's policies and procedures relating to:
  - Detecting and responding to the risks of fraud; and
  - Internal controls established to mitigate risks related to fraud.
- Review of minutes of meeting of those charged with governance for any known or suspected instances of fraud;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

## ANNUAL REPORT 2024

### INDEPENDENT AUDITOR'S REPORT

Based on our risk assessment, we considered the areas most susceptible to fraud to be journals and key estimates and judgements.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;
- Assessing significant estimates and judgements made by management for bias, including the recognition of provisions and allocation of support costs;
- Testing the existence and accuracy of income recognised in the year.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: [frc.org.uk/auditorsresponsibilities](https://www.frc.org.uk/auditorsresponsibilities). This

description forms part of our auditor's report.

#### Use of our report

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

*Tracey Moore*

Tracey Moore BFP ACA (Senior Statutory Auditor)

For and on behalf of  
UHY Hacker Young, Statutory Auditor  
Thames House  
Roman Square  
Sittingbourne  
Kent  
ME10 4BJ

30 April 2025



# ANNUAL REPORT 2024

## FINANCIAL STATEMENTS

### Statement of Financial Activities (including income and expenditure account) for year ended 31 December 2024

	Note	Unrestricted Funds 2024 £'000	Unrestricted Funds 2023 £'000
<b>Income:</b>			
Charitable activities	3a	4,036	3,735
Investment income	3b	165	122
<b>Total income</b>		<b>4,201</b>	<b>3,857</b>
<b>Expenditure:</b>			
Cost of raising funds	3c	17	14
Expenditure on charitable activities	3c	3,633	2,865
<b>Total expenditure</b>		<b>3,650</b>	<b>2,879</b>
<b>Operating gain</b>		<b>551</b>	<b>978</b>
Net gains on investments	6	210	153
<b>Net income</b>	4	<b>761</b>	<b>1,131</b>
<b>Net movement in funds</b>		<b>761</b>	<b>1,131</b>
<b>Reconciliation of funds:</b>			
<b>Total funds brought forward at 01 January</b>	12	<b>5,602</b>	<b>4,471</b>
<b>Total funds carried forward at 31 December</b>	12	<b>6,363</b>	<b>5,602</b>

The above results are derived from continuing activities and all gains and losses recognised in the year are included above. The notes on pages 60-72 form part of these financial statements.

# ANNUAL REPORT 2024

## FINANCIAL STATEMENTS

Registered Company Number 02418331

### Balance Sheet as at 31 December 2024

	Note	2024 £'000	2023 £'000
<b>Fixed Assets:</b>			
Tangible Fixed Assets	5	0	0
Intangible Fixed Assets	5	78	88
Investments	6	2,490	2,252
<b>Total Fixed Assets</b>		2,568	2,340
<b>Current Assets:</b>			
Debtors	7	704	902
Cash at bank and in hand	8	4,555	3,858
<b>Total Current Assets</b>		5,259	4,760
<b>Liabilities:</b>			
Creditors falling due within one year	9	(1,060)	(1,274)
<b>Net Current Assets</b>		4,199	3,486
<b>Total assets less current liabilities</b>		6,767	5,826
Creditors falling due after more than one year	10	(235)	(224)
Provisions for liabilities	14	(169)	0
<b>Net Assets</b>		6,363	5,602
<b>Funds of the charity:</b>			
Restricted		0	0
Unrestricted (including revaluation reserve £783k, 2023: £572k)	12	6,363	5,602
<b>Total funds</b>		6,363	5,602

Approved and authorised for issue by the Council on 24 April 2025 and signed on its behalf by:



S Prior, *President*

\*The notes on pages 60-72 form part of these financial statements

# ANNUAL REPORT 2024

## FINANCIAL STATEMENTS

### Cash flow statement for the year ended 31 December 2024

	Note	2024 £'000	2023 £'000
<b>Net cash provided by/(used in) operating activities</b>	Table A	560	1,222
Cash flows from investing activities:			
Dividends and interest from investments		165	122
Purchase of fixed assets		0	(15)
Purchase of investments		(679)	(420)
Proceeds from sale of investments		651	369
<b>Net cash provided by/(used in) investment activities</b>		137	56
<b>Increase/(decrease) in cash and cash equivalents in year</b>		697	1,278
Cash and cash equivalents at 01 January		3,858	2,580
<b>Cash and cash equivalents at 31 December</b>	Table B	4,555	3,858

**Table A**

	2024 £'000	2023 £'000
<b>Reconciliation of net income/expenditure to cash flow from operating activities</b>		
Net income as per the SOFA	761	1,131
Adjustments for:		
Depreciation and amortisation	10	10
Dividend interest and investment	(165)	(122)
Gains on investments	(210)	(153)
Decrease in debtors	198	4
(Decrease)/increase in creditors	(203)	352
Increase in provisions	169	0
<b>Net cash provided by/(used in) operating activities</b>	560	1,222

**Table B**

	2024 £'000	2023 £'000
<b>Analysis of cash and cash equivalents:</b>		
Cash at bank	5	(6)
Notice deposits (less than 3 months)	4,550	3,864
<b>Total cash and cash equivalents</b>	4,555	3,858

# ANNUAL REPORT 2024

## FINANCIAL STATEMENTS

Table C

### Analysis of changes in net debt

	At 01 January 2024 £'000	Cash flows £'000	At 31 December 2024 £'000
Cash	3,858	697	4,555
<b>Total</b>	<b>3,858</b>	<b>697</b>	<b>4,555</b>

As the Association does not have any loans or debt, the above shows the reconciliation of cash only.

\*The notes on pages 60-72 form part of these financial statements



# ANNUAL REPORT 2024

## NOTES TO FINANCIAL STATEMENTS

### 1. General Information

The Association of Taxation Technicians ("ATT" / "the Association") is a company limited by guarantee (registered company number: 2418331) and registered as a charity with the Charity Commission (registered charity, England and Wales, 803480). The ATT's registered office is 30 Monck Street, London, SW1P 2AP.

The principal activities of the Association are as a professional membership and awarding body for Taxation Technicians and promoting and enforcing standards of professional conduct.

### 2. Accounting Policies

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

#### *Basis of preparation of accounts*

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) (second edition – October 2019), "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)", the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (January 2022) and the Companies Act 2006.

The financial statements for the year to 31 December 2024 are presented in Sterling and rounded to the nearest thousand pounds. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The Association of Taxation Technicians meets the definition of a public benefit entity under FRS102.

The Chartered Institute of Taxation (registered charity number: 1037771) of 30 Monck Street, London SW1P 2AP is a connected charity but it is not subordinate to the Association and therefore consolidated financial statements have not been prepared. Further information on the relationship can be found in note 15.

#### *Accounting estimates and judgements*

Preparation of the financial statements requires the trustees and management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

- Estimating the useful economic life of intangible fixed assets for the purpose of determining the annual amortisation charge.
- Estimating future liabilities associated with the operating lease for the Monck Street office for purposes of determining the dilapidations provision.
- Allocation of support costs across charitable activities.
- Estimating the recoverability of debtors for the purposes of determining the bad debt provision.
- Estimating global tax obligations for the purpose of determining the tax provision.

#### *Going concern*

As detailed in the Council Members' responsibilities statement, the accounts are prepared on a going concern basis unless it is inappropriate to presume that the Association will continue in operation. The Association's Council Members have approved the Association's budgets and forecasts for 2025-26 and conclude that the Association has adequate resources to

## ANNUAL REPORT 2024

### NOTES TO FINANCIAL STATEMENTS

continue in operational existence for at least twelve months from the date of approval of these accounts, and accordingly continue to prepare the accounts on a going concern basis.

#### *Income recognition*

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

Student registration fees are not refundable and are credited to income over the period of registration with 40% recognised in the first year and 15% each subsequent year. For Tax Pathway students, the registration fees are credited to income over the period of registration with 50% recognised in the first year and 12.5% in each subsequent year.

Subscriptions, sponsorship, examination fees, and registration income are credited to income over the period to which they relate with that portion relating to subsequent years included in creditors. The date to which examination fees relate is deemed to be the date of the examination. Investment income from the Association's portfolio of investments is credited on an earnings basis each year.

Income from donations and legacies includes grants of a general nature provided by government and charitable foundations which are not conditional on delivering certain levels or volumes of a service.

#### *Expenditure recognition*

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

Expenditure is classified under the following activity headings:

- Expenditure on raising funds comprises investment management costs.
- Expenditure on charitable activities includes, but is not limited to, the cost of member services, student services, education, governance, and grants.
- Other expenditure represents those items not falling into any other heading.
- Irrecoverable VAT is charged at a cost against the activity for which the expenditure was incurred.

#### *Donated services and facilities*

In accordance with Charities SORP (FRS102) the contribution of unpaid volunteers is not recognised as income in the financial statements given the absence of a reliable measurement basis. Association members and students are encouraged to become involved in the Association's activities and there are volunteers on Council, Committees, Sub-Committees, Branches, and Working Parties. The Association is grateful, not only for their generous input, but also to their firms who may ultimately bear the financial cost.

Donated services are recognised on receipt or supply on the basis of the value, donation, or contribution which is the amount that the Association would be willing to pay or charge to obtain or supply facilities and services on the open market. Corresponding amounts are recognised as income and expenditure in the period.

#### *Allocation of support costs*

Support costs are central administration costs that assist the work of the charity but are not directly allocated to charitable activities. These costs are allocated across the categories of charitable expenditure and governance costs.

# ANNUAL REPORT 2024

## NOTES TO FINANCIAL STATEMENTS

The basis of allocation is given in note 3c to the financial statements. Governance costs, now included as a part of support costs rather than as a separate category, include those incurred in the governance of the charity and are primarily associated with organisational administration, and constitutional and statutory requirements.

### ***Fixed asset investments***

Investments have been valued at fair value at 31 December 2024. The fair value of investments quoted on a recognised stock exchange is the quoted bid price. Account is therefore taken of both realised and unrealised gains in the Statement of Financial Activities.

### ***Intangible and tangible fixed assets and depreciation and amortisation***

All single purchases of less than £1,000 (incl. VAT) are written off in full to the Statement of Financial Activities in the year of purchase unless forming part of a bulk purchase where the total is £1,000 (incl. VAT) or more, which is capitalised.

Depreciation and amortisation are calculated to write off the cost of fixed assets over their estimated useful lives on a straight-line basis as follows:

- Office equipment 25%
- Intangible software assets 20%

### ***Debtors***

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

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

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

### ***Creditors and provisions***

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

### ***Financial instruments***

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

### ***Pension costs***

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

### ***Foreign currencies***

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

# ANNUAL REPORT 2024

## NOTES TO FINANCIAL STATEMENTS

### ***Taxation***

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

### ***Fund accounting***

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

## **3. Analysis of income and expenditure**

### ***3a. Income from charitable activities***

	2024 £'000	2023 £'000
Membership subscriptions	1,950	1,788
Entrance fees	49	55
Student registrations	559	503
Examination fees	1,065	979
Conference and event fees	52	48
Anti-Money Laundering fees	219	216
Sale of books and journals	142	146
	<b>4,036</b>	<b>3,735</b>

### ***3b. Income from investments***

	2024 £'000	2023 £'000
Dividend income	53	44
Bank interest receivable	112	78
	<b>165</b>	<b>122</b>



# ANNUAL REPORT 2024

## NOTES TO FINANCIAL STATEMENTS

### 3c. Breakdown of expenditure

	Direct Expenditure Costs £'000	Direct Staff Costs £'000	Admin Support Costs £'000	Grant Making Activities £'000	Total 2024 £'000
<b>Charitable activities:</b>					
Member Services	550	407	568	3	1,528
Student Services	632	467	652	0	1,751
Promotion	128	94	132	0	354
	<b>1,310</b>	<b>968</b>	<b>1,352</b>	<b>3</b>	<b>3,633</b>
<b>Raising funds:</b>					
Investment management costs	17	0	0	0	17
<b>2024</b>	<b>1,327</b>	<b>968</b>	<b>1,352</b>	<b>3</b>	<b>3,650</b>

	Direct Expenditure Costs £'000	Direct Staff Costs £'000	Admin Support Costs £'000	Grant Making Activities £'000	Total 2023 £'000
<b>Charitable activities:</b>					
Member Services	385	429	505	26	1,345
Student Services	400	447	526	0	1,373
Promotion	43	48	56	0	147
	<b>828</b>	<b>924</b>	<b>1,087</b>	<b>26</b>	<b>2,865</b>
<b>Raising funds:</b>					
Investment management costs	14	0	0	0	14
<b>2023</b>	<b>842</b>	<b>924</b>	<b>1,087</b>	<b>26</b>	<b>2,879</b>

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

	2024 £'000	2023 £'000
<b>Support costs comprising:</b>		
Staff costs	675	614
Operating costs	375	276
Property	220	166
<b>Governance costs comprising:</b>		
Audit fee	13	11
Legal and professional fees	38	14
Council meetings (inc. Council members' expenses)	31	6
	<b>1,352</b>	<b>1,087</b>

# ANNUAL REPORT 2024

## NOTES TO FINANCIAL STATEMENTS

### Grants payable in respect of charitable activities

	2024 £'000	2023 £'000
<b>Grants payable to tax and other charities to help meet the core operating cost of providing free tax advice to persons who cannot afford to pay for professional help or training and to promote public understanding of tax matters:</b>		
Tax Advisers' Benevolent Fund (registered Charity no: 1049658)	3	3
Tax Aid (registered Charity no: 10622852)	0	10
Tax Volunteers (registered Charity no: 1102276)	0	13
	<b>3</b>	<b>26</b>

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

	2024 £'000	2023 £'000
<b>This is stated after charging/(crediting):</b>		
Fair value gains on investments	(206)	(153)
Auditor's remuneration – statutory audit	13	11
Amortisation and depreciation	10	10

### 5. Fixed assets

	Office Equipment £'000	Total Tangible Fixed Assets £'000	Intangible Fixed Assets Software £'000	Total Fixed Assets £'000
Cost at 01 January 2024	1	1	105	106
Additions	0	0	0	0
Cost at 31 December 2024	1	1	105	106
Depreciation at 01 January 2024	(1)	(1)	(17)	(18)
Charges for the year	0	0	(10)	(10)
Depreciation at 31 December 2024	(1)	(1)	(27)	(28)
Net book value at 31 December 2024	0	0	78	78
Net book value at 31 December 2023	0	0	88	88

# ANNUAL REPORT 2024

## NOTES TO FINANCIAL STATEMENTS

### 6. Fixed asset investments

	2024 Listed Investments £'000	2023 Listed Investments £'000
Fair value at 01 January 2024	2,252	2,048
Disposal Proceeds	(651)	(369)
Acquisitions	679	420
Unrealised gain/(loss) on investment assets	206	157
Realised gain/(loss) on sale of investments	4	(4)
<b>Fair Value at 31 December 2024</b>	<b>2,490</b>	<b>2,252</b>
<b>Historical cost</b>	<b>2,134</b>	<b>2,086</b>
<b>Listed Investments held at 31 December comprised the following:</b>		
Fixed interest	258	302
Listed UK equities	306	372
Listed International equities	1,693	1,280
Other Assets	233	298
	<b>2,490</b>	<b>2,252</b>

### 7. Debtors

	2024 £'000	2024 £'000
Trade debtors	169	390
Other debtors	2	10
Prepayments	348	309
Accrued income	173	176
The Chartered Institute of Taxation	0	4
Other Taxes	12	13
	<b>704</b>	<b>902</b>

### 8. Cash at bank and in hand

	2024 £'000	2023 £'000
Cash at bank	5	(6)
Cash on short term deposit	4,550	3,864
	<b>4,555</b>	<b>3,858</b>

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## NOTES TO FINANCIAL STATEMENTS

### 9a. Creditors: amounts falling due within one year

	2024 £'000	2023 £'000
Trade creditors	178	352
Accruals	145	73
The Chartered Institute of Taxation	160	188
Deferred Income (note 9b)	577	661
	<b>1,060</b>	<b>1,274</b>

Deferred income includes subscriptions, examination fees, and conference fees paid in 2024 but relating to future events.

### 9b. Deferred income

	2024 £'000	2023 £'000
<b>Student Registration Fees:</b>		
Amount brought forward	397	377
Fees received in year	164	171
Fees released to income in year	(176)	(151)
Amount carried forward	385	397
Subscription and other fees	425	486
Total Deferred Income	<b>810</b>	<b>883</b>
<b>Representing:</b>		
Within one year (note 9a)	577	661
After one year (note 10)	233	222
	<b>810</b>	<b>883</b>

### 10. Creditors: amounts falling due after one year

	2024 £'000	2023 £'000
Student Registration Fees (note 9b)	233	222
Taxation Disciplinary Board	2	2
Total	<b>235</b>	<b>224</b>

### 11. Financial instruments

	2024 £'000	2023 £'000
<b>Financial Assets:</b>		
Instruments measured at fair value through profit and loss	2,490	2,252
	<b>2,490</b>	<b>2,252</b>



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### NOTES TO FINANCIAL STATEMENTS

Financial assets measured at fair value though profit or loss comprise listed investments.

All investments are carried at their fair value. Investments in bonds, equities, property and alternative investments are all traded in quoted public markets, primarily the London Stock Exchange. The basis of fair value for quoted investments is equivalent to the market value, using bid price. Asset sales and purchases are recognised at the date of trade at cost (i.e. their transaction value).

The significance of financial instruments to the ongoing financial sustainability of the Association is considered in the financial

review and investment policy and performance sections of Council's report.

The main risk to the Association from financial instruments lies in the combination of uncertain investment markets and volatility in yield. The Association manages these investment risks by retaining expert advisers and operating an investment policy that provides for a high degree of diversification of holdings within investment asset classes that are quoted on recognised stock exchanges. The Association does not make use of derivatives and similar complex financial instruments as it takes the view that investments are held for their longer-term total return.

#### 12. Income funds: unrestricted

	At 01/01/24 £'000	Income £'000	Expenditure £'000	Gains(losses) £'000	Transfer £'000	At 31/12/24 £'000
<b>Unrestricted:</b>						
General funds	4,302	4,201	(3,650)	210	(500)	4,563
<b>Designated:</b>						
Property	500	0	0	0	0	500
Disciplinary procedures	150	0	0	0	0	150
Technology	350	0	0	0	0	350
Education	300	0	0	0	0	300
Raising standards in tax market	0	0	0	0	500	500
	<b>5,602</b>	<b>4,201</b>	<b>(3,650)</b>	<b>210</b>	<b>0</b>	<b>6,363</b>

	At 01/01/23 £'000	Income £'000	Expenditure £'000	Gains(losses) £'000	Transfer £'000	At 31/12/23 £'000
<b>Unrestricted:</b>						
General funds	3,571	3,857	(2,879)	153	(400)	4,302
<b>Designated:</b>						
Property	300	0	0	0	200	500
Disciplinary procedures	150	0	0	0	0	150
Technology	250	0	0	0	100	350
Education	200	0	0	0	100	300
	<b>4,471</b>	<b>3,857</b>	<b>(2,879)</b>	<b>153</b>	<b>0</b>	<b>5,602</b>

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## NOTES TO FINANCIAL STATEMENTS

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds comprise funds that have been set aside by the trustees for a particular purpose. The property fund will be held until December 2028, the end of the lease on the Monck Street premises. The disciplinary fund will be used and added to over time for the purpose

of the Taxation Disciplinary Board. The technology fund will be used for significant investment in technology as determined by the trustees, as will the education fund. The raising standards in the tax market fund will be used to fund any organisational change that may be required should the current government consultation result in regulation of the profession.

### 13. Analysis of net assets between funds

	2024 Unrestricted Fund £'000	2024 Designated Fund £'000	2024 Total £'000
Tangible Fixed Assets	0	0	0
Intangible Fixed Assets	78	0	78
Investments	2,490	0	2,490
Cash on short-term deposit and at bank	2,755	1,800	4,555
Other net current (liabilities)	(356)	0	(356)
Creditors falling due after more than one year	(235)	0	(235)
Provisions for liabilities	(169)	0	(169)
	<b>4,563</b>	<b>1,800</b>	<b>6,363</b>

	2023 Unrestricted Fund £'000	2023 Designated Fund £'000	2023 Total £'000
Tangible Fixed Assets	0	0	0
Intangible Fixed Assets	88	0	88
Investments	2,252	0	2,252
Cash on short-term deposit and at bank	2,558	1,300	3,858
Other net current (liabilities)	(372)	0	(372)
Creditors falling due after more than one year	(224)	0	(224)
	<b>4,302</b>	<b>1,300</b>	<b>5,602</b>

# ANNUAL REPORT 2024

## NOTES TO FINANCIAL STATEMENTS

### 14. Provisions for liabilities

	2024 £'000	2023 £'000
Dilapidations charge Monck Street	80	0
International indirect tax	89	0
	<b>169</b>	<b>0</b>

The dilapidations provision represents management's best estimate of the costs to restore their leased head office premises in Monck Street, London to its previously unfurnished state.

The tax provision relates to GST and VAT in various jurisdictions throughout the world. As more and more jurisdictions review their tax laws the association has taken a commercial decision to reduce the number of jurisdictions it operates in due to the scale of the cost of compliance.

### 15. Personnel

The Association has maintained liability insurance throughout the year to pay, on behalf of the Association or its Council, committee members, and staff, any claims for wrongful acts arising out of the conduct of the Association's business or committed in their capacity as officers. The insurance

premium paid by the Association covering both claims against the Association and the Trustees personally amounts to £23,998 (2023: £17,911).

There was an outstanding pension contribution at the year-end of £81,401 (2023: £80,694).

All members of staff, with the exception of the Chief Executive and Lay Observer of the Chartered Institute of Taxation, who are employed solely by the Institute, are jointly employed by the Chartered Institute of Taxation and the Association of Taxation Technicians. All costs are initially disbursed by the Institute and an agreed proportion is attributed to the Association.

The average number of joint employees is 94 (2023: 88) and the number whose salary and benefits in kind, including termination payments, fell within the following scales.

	2024	2023
£60,001-£70,000	10	5
£70,001-£80,000	9	10
£80,001-£90,000	7	5
£90,001-£100,000	3	3
£100,001-£110,000	1	1
£110,001-£120,000	0	0
£120,001-£130,000	0	0
£130,001-£140,000	0	2
£140,001-£150,000	1	0

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## NOTES TO FINANCIAL STATEMENTS

Total staff costs:

	2024 £'000	2023 £'000
Salaries	4,939	4,560
National Insurance	527	492
Pension costs	490	444
	<b>5,956</b>	<b>5,496</b>

Key management personnel is defined as those persons having authority and responsibility for planning, directing, and controlling the activities of the entity directly or indirectly. The key management personnel of the Association of Taxation Technicians comprised Chief Executive, Director of Education, and Chief Finance Officer. The total employee benefits and remuneration (including pension contributions) of the key management personnel during the year was £435,868 (2023: £439,710).

The values for total staff costs and key management personnel represent the full value, and not the amounts attributable to the Association.

### 16. Related party transactions

Council members receive no remuneration for their services as trustees. The Articles of the Association state that reasonable and proper remuneration can be made to any member or former member in his capacity as an examiner or lecturer, providing no more than six persons, being members of the Council or former members who served in the Council in the previous three years, shall benefit from this provision in any calendar year. A payment of £4,852 was made to George Hay Chartered Accountants for such services in the year (2023: £nil), one Council member (Barry Jefferd) is a partner in the firm. The Lay Public Interest Council Observer receives remuneration, and their remuneration for the year was £2,358 (2023: £2,783). Council members' travelling

expenses are reimbursed in respect of expenses incurred on Association business. In the year ended 31 December 2024, 20 Council members claimed reimbursement of expenses totaling £19,659 (2023: 8 claimed a total of £10,464). Payments made directly to third parties in relation to trustee accommodation and subsistence were £2,041 (2023: £3,189). Expenses waived by trustees in 2024 were immaterial (2023: immaterial).

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

### *The Chartered Institute of Taxation*

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

At a meeting of the Officers of both parties it was agreed that the current formula would continue with a review annually. The total allocation for the year is £1,814,057 (2023: £1,777,603) and the balance outstanding due from the Institute to the Association at the balance sheet date was £468 (2023: £3,712 due to the Institute by the



## ANNUAL REPORT 2024

### NOTES TO FINANCIAL STATEMENTS

Association). The balance outstanding due from the Association to the Institute at the balance sheet date was £159,660 (2023: £188,246).

#### *The Taxation Disciplinary Board*

The Association and the Institute have an agreement with the Taxation Disciplinary Board, a company limited by guarantee and managed by an independent board of directors. Neither the Association nor the

Institute exercise any significant influence over the operating and financial policy of the Board whose object is to administer the Taxation Disciplinary Scheme. The Association's contribution to costs in the year was £54,000 (2023: £54,000). The amount due to the Taxation Disciplinary Board from the Association of Taxation Technicians at the balance sheet date was £1,933 (2023: £1,933).

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## BIOGRAPHIES OF COUNCIL MEMBERS

### Graham Batty

Age 68. Graham joined Council in 2012. He is the Association's Deputy President. He previously served as the Association's President in 2017-18. He is Vice Chair of the Examination Steering Group and also serves on the Audit & Risk Committee and the Policy Review Group. He is a former Chair of both the Leeds and Birmingham and West Midlands Branches. He became a member of the Association in 2005 and was appointed a Fellow in 2015. Graham qualified as a Chartered Accountant in 1983 and became a member of the Chartered Institute of Taxation in 1986. He is a former Associate Director at RSM, where he specialised in the taxation of charities and other not for profit bodies.

### Paul Benton

Age 45. Paul joined Council in 2023. He became a member of the Association in 2015 before qualifying as a Chartered Tax Adviser in 2016. He serves on the Examination Steering Group. Paul works in practice at Haigh & Co Accountants based in Doncaster as Head of Tax and acts as treasurer to a local youth charity.

### David Bradshaw

Age 69. David joined Council in 2015. He is the Association's Honorary Treasurer, and also a past President. David is chair of the Finance Steering Group and also serves on the Joint Branches Sub-Committee. At various intervals over the past 20 years David has been Chair, Treasurer and Secretary of the North East England Branch. He became a member of the Association in 2015 and qualified as a Chartered Tax Adviser in 1984. He has spent time with all four of the world's largest accountancy practices and has specialised in taxation in both the SME marketplace and large corporate tax departments. He now provides corporation tax administration services for a number of North East businesses.

### Richard Freeman

Age 49. Richard joined Council in 2015. He chairs the Nominations Committee and serves on the Finance and Member and Business Development Steering Groups. Richard currently chairs the HMRC Branch and is a former Chair of the Birmingham and West Midlands Branch. He became a member of the Association in 2015. Richard qualified as a solicitor in 2000, and as a Chartered Tax Adviser in 2003. Richard works for HMRC as a Deputy Director Compliance, for the Large Business Directorate in Customer Compliance Group. Prior to joining HMRC he has worked in leading legal and accounting firms.

### Simon Groom

Age 61. Simon joined Council in 2018 and is the Association's Immediate Past President. He serves on the Finance Steering Group and Nominations Committee. Simon is a former member of the Business Development and Member Steering Groups and Audit & Risk Committee. He became a member of the Association in 2003. Simon qualified as a Chartered Accountant in 1987 and as a Chartered Tax Adviser in 1991. Simon has worked for LexisNexis since 2006, where he headed up their newly formed Tolley Exam Training. Having had various roles along the way, he now enjoys a part time role as a Senior Tutor.

### Jacqueline Hall

Age 63. Jacqueline joined Council in 2016. She serves on the Examination Steering Group and is a former Chair of the Hull Branch. She became a member of the Association in 2016 and is a Chartered Tax Adviser and Chartered Accountant. Jacqueline is a Partner with RSM, providing business and tax advisory and compliance services to owner managed businesses, large employers, and individuals.

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## BIOGRAPHIES OF COUNCIL MEMBERS

### Georgiana Head

Age 51. Georgiana joined Council in 2020. She chairs the Member and Business Development Steering Group and serves on the Tax Adviser and Nominations Committees. Georgiana qualified as an ATT member in 1997 and trained with Price Waterhouse before moving into tax recruitment. In 2007 she set up Georgiana Head Recruitment Ltd. Georgiana specialises in recruiting tax professionals across the North of England. She is a committee member of 'Women in Tax' for Leeds and Manchester Branches. She is also a frequent contributor to the tax press.

### Jamie Hooper

Age 46. Jamie joined Council in 2023. He became a member of the Association in 2000 before qualifying as a Chartered Tax Adviser in 2008. He serves on the Finance Steering Group and chairs the CIOT/ATT Essex Branch Committee. Jamie has experience of personal, corporate, and international taxes and in 2009 took over management of his family firm providing taxation and accounting services to SMEs and HNW families.

### Barry Jefferd

Age 64. Barry joined Council in 2021. He is the Association's Vice President, chairs the Examination Steering Group, and is a former chair of the Mid-Anglia Branch. Barry trained with a City of London practice where he qualified as a Chartered Accountant and a Chartered Tax Adviser. Barry became a member in 2009 and he is also a member of the Society of Trust & Estate Practitioners. Barry is a Senior Partner with George Hay. He advises on the complete range of taxes although he particularly enjoys Capital Gains Tax, Inheritance Tax and property and land transactions.

### Banin Oozeerally

Age 41. Banin joined Council in 2021. She is Chair of the London Branch, Vice Chair of the Member and Business Development Steering Group, and serves on the Joint Professional Standards Committee. She became a member of the Association in 2015. Banin is also ACCA and CTA qualified. She works in practice and has all-round experience in accounting and tax matters for individuals, owner-managed businesses, and start-up companies.

### Toyin Oyeneyin

Age 38. Toyin joined Council in 2021. She chairs the CIOT/ATT New Tax Professionals Committee and serves on the Tax Adviser Magazine Committee. She became a member of the Association in 2012 and is also a Chartered Tax Adviser. Toyin has experience across practice and industry, accounting, tax, and finance. She is a Tax Specialist and Product Manager for Octopus Investments, having joined Octopus from her previous role as a Senior Manager at PricewaterhouseCoopers.

### Hayley Perkin

Age 39. Hayley joined Council in 2014. She serves on the Member and Business Development and Technical Steering Groups, and the ATT Special Interest Group looking at the taxation treatment of influencers and content creators. Hayley represents ATT on HMRC's Employment and Payroll Group and regularly contributes to both CIOT and ATT Employment Tax responses to Government. Hayley became a member of the Association in 2009 and a Fellow in 2020. She works in practice as a Tax Director at KPMG, specialising in employment taxes.

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## BIOGRAPHIES OF COUNCIL MEMBERS

### **Senga Prior**

Age 60. Senga joined Council in 2017. Senga is the Association's President. She chairs the Technical Steering Group. Senga is ATT's spokesperson for Scottish taxes. She also represents ATT at the Scottish Devolved Taxes Collaborative and attends quarterly meetings between ATT, CIOT, ICAS and the Scottish Government. Senga is the ATT Representative on the Issues Overview Group and the Representative Bodies Steering Group. Senga became a member of the Association in 2002 and a Fellow in 2017. She works in practice as a senior tax manager for Johnston Carmichael specialising in personal tax. She has a particular interest in technology and accounting software.

### **Jonathan Stride**

Age 63. Jon joined Council in 2016. He is Vice Chair of the Technical Steering Group and is also a member of the Somerset and Dorset Branch Committee. Jon became a member of the Association in 2005 and was appointed a Fellow in 2016. He is also a Fellow member of the AAT and holds the ACCA CAT qualification. Jon is an Accounting and Tax Senior with a firm in Dorset.

### **Eleanor Theochari**

Age 30. Ele joined Council in 2023. She became a member of CIOT in 2020 and a member of ATT in 2023. Ele serves on the Joint Professional Standards Committee. She is a Corporate Tax Adviser, specialising in R&D Tax Credits. She leads the R&D tax function as a partner at Blick Rothenberg, where she is responsible for overseeing the delivery of all clients' R&D claims. Ele was a finalist in Tolley's Taxation Awards 2022 and 2023 in the Taxation's Rising Star category and was awarded a coveted place in the 2022 Accountant's Age's 35 under 35.

### **Richard Todd**

Age 58. Richard joined Council in 2013. He is a past President of the Association. He is a former chair of the Joint Professional Standards Committee and of the Northern Ireland Branch. Richard became a member of the Association in 1996 and qualified as a Chartered Tax Adviser in 1998. He began his tax career with the Inland Revenue in London and Central Scotland before returning to Northern Ireland in 1998. He currently works in practice in Belfast.

### **Thomas Wallace**

Age 43. Tom joined Council in 2024. He became a member of the Association in 2022 and is also a member of the Society of Trust and Estate Practitioners after starting his career in HMRC. Tom serves on the Association's Technical Steering Group and the CIOT/ATT Online Branch Committee. He is now in private practice specialising in HMRC investigations and private client tax planning, and is a regular commentator on tax matters in the industry press.

### **Connor Whelan**

Age 31. Connor joined Council in 2024. Connor is a Tax Manager within the automotive industry, with experience across all taxes following varied tax roles with the Mercedes-Benz Group, Costa Coffee, and Deloitte. Connor serves on the Exam Steering Group. Connor also sits on the CIOT/ATT New Tax Professionals Committee having completed his AAT and ATT studies with first time passes, and recently became a fully qualified Chartered Tax Adviser (CTA).



## ANNUAL REPORT 2024

### BIOGRAPHIES OF COUNCIL MEMBERS

#### **Chief Executive: Jane Ashton**

Age 57. Jane became a member of the Association in 1993 and was appointed a Fellow in 2011. She is a member of the Association of Project Managers, a Member of the Institute of IT and she is a former member of the Association's Council. Jane was previously with HMRC where, over a 30-year period, she held various posts gaining considerable experience in tax, tax technical and soft skills training, internal audit, marketing and communications, online services, tax policy, business architecture and project management.

## ANNUAL REPORT 2024

### NEW MEMBERS ADMITTED DURING 2024

**Abelian** Silva  
**Adamska** Wiktoria  
**Adamus** Bernadeta  
**Adkins** Dominique Mae  
**Adnan** Aaliyah  
**Agnew** Daniel  
**Ahmed** Ayesha  
**Ahmed** Haris  
**Ahmet** Thomas  
**Akhmedova** Yasmin  
**Akhtar** Ahmed  
**Akhtar** Sidrah  
**Alam** Muhammad  
**Alexander** Beth  
**Alexander** Lois  
**Ali** Hena  
**Allen** James  
**Aloysius** Alex  
**Andre** Owen  
**Andreeva** Alexandra  
**Armstrong** Alice  
**Armstrong** William  
**Arora** Himanshu  
**Atherton** Daisy  
**Ayling** Archie  
**Aziz** Saad  
**Badyal** Tavinder  
**Bagshaw-Ray** Thomas  
**Bahia** Aarondeep  
**Bailey** Amy  
**Bailey** Yasmin  
**Bains** Chatinder  
**Bakhtiar** Tiam  
**Baldock** Alexander  
**Banister** Jack  
**Bannister** Sean  
**Bansal** Tanraj  
**Banthorpe** Abigail  
**Barrett** Edward  
**Bartlett** Finley  
**Basford** Daniel  
**Basha** Sadiq  
**Bassett** Connor  
**Batty** Sarah  
**Bawa** Rajan  
**Baysal** Tugba

**Bazaraa** Nada  
**Beal** Nakita  
**Beaumont** Charlotte  
**Beck** Samuel  
**Beczowski** Wojciech  
**Bedi** Hena  
**Begum** Tanni  
**Bell** Max  
**Bettany** Amy  
**Betty** Shannan  
**Bhogal** Amandeep Singh  
**Bhoganatham** Shrilakshmi  
**Bhugaloo** Hanna  
**Bidian** Sabiana  
**Biggins** Carl  
**Biju** Ronald  
**Blackham** Marketa  
**Bloomfield** Charlotte  
**Bond** Luke  
**Bong** Joshwey  
**Boodhoo** Khileswaree  
**Botterill** Jade  
**bottomley** Nicholas  
**Bourak** Omar  
**Bousfield** Sean  
**Bowen** Alice  
**Boyle** Stephen  
**Brace** Adam  
**Bradshaw** Jack  
**Braganca** Milena  
**Brazel** Timothy  
**Brearley** Nathan  
**Brent** John  
**Broad** Gregory  
**Brookman** Jamie  
**Brown** Daniel  
**Brown** Lani  
**Brown** Rory  
**Buckle** Jenna  
**Bull** Christopher  
**Bulman** Jack  
**Bunn** Peter  
**Bunney** Connor  
**Bunting** Marie  
**Burroughs** Lucy  
**Butcher** Cameron

**Butt** Waris  
**Byrne** Joe  
**Byrne** Daniel  
**Callan** Micheal  
**Cameron** Ryan  
**Campbell** Keith  
**Capon** Jamie  
**Cardno** John  
**Carr** Harry  
**Carter** John  
**Chai** Wai Ching  
**Chambers** Joshua  
**Cheng** Hiu Yau  
**Chesters** George  
**Chindanya** Martin  
**Chiu** Kei Lam  
**Chivers** Rory  
**Chohan** Alishba  
**Chowdhury** Mohammed  
**Clark** Ainsley  
**Clark** Kevin  
**Clifford** Natasha  
**Clish** Iain  
**Cocozza** Dario  
**Cohen** Joel  
**Cole** Dexter  
**Collings** Daniel  
**Conway** Claire  
**Cooper** Keris  
**Cooper** Max  
**Cooper-Rankin** Alston  
**Correia** Ana  
**Costain** Hugo  
**Cotton** Morgan  
**Coupe** Ben  
**Courtney** Fara  
**Cowling** Jessica  
**Crouch** Harry  
**Crouch** Hannah  
**Cutting** Christopher  
**Dalliday** Callum  
**Dasarathy** Sahana  
**Davies** Cerys  
**Davies** Jac  
**Davies** Jac  
**Dawson** Elliot

## ANNUAL REPORT 2024

### NEW MEMBERS ADMITTED DURING 2024

**Dawson-Brown** Kate  
**Day** Max  
**Day-Brown** Nathaniel  
**de Silva** Ziona  
**DeBenedetti** Michelle  
**Dempsey** Rebecca  
**Dennis** Bethan  
**Deputy** Shouab  
**Dera** Christopher  
**Desai** Meera  
**Dhaliwal** Amanpreet  
**Dhanoo** Freya  
**Dhillon** Ria  
**Dhiman** Amandeep  
**Dhingra** Taranjeet  
**Diment** Melissa  
**Dimitrova** Simona  
**Dinh** Clement  
**Dodson** Carol  
**Dolan** Daniel  
**Donn** Rebekah  
**Donnelly** Kieran  
**Doshi** Akhil  
**Doyle** Holly  
**Doyle** Oscar  
**Drohan** Paul  
**Duffy** Daniel  
**Dugan** Abigail  
**Duncan** Eilidh  
**Durance** Peter  
**Durant** Katy  
**Eden** Natalie  
**Edwards** Florence  
**Eldridge** Molly  
**Elliot** Emily  
**Ellwood** Victoria  
**Emmet** Jack  
**Esmail** Ubaid  
**Evans** Colin  
**Evans** Paul  
**Evans** Rebecca  
**Evans** Shannon  
**Everton** Roberto  
**Exton** Thomas  
**Fairest** Daniel  
**Fatheldin** Khaled

**Ferizi** Poppy  
**Ffitch** Charlotte  
**Fletcher** Elizabeth  
**Fletcher** Joseph  
**Folkerd** David  
**Forsyth** Lewis  
**Foster** Jordan  
**Foster** Lewie  
**Francis** Jodie  
**Fraser** Andrew  
**Fry** Matthew  
**Gardner** Adam  
**Garratt** Lee  
**Garrett** Tyler  
**Ghumaan** Simran  
**Giles** Samuel  
**Gill** Jordan  
**Gilligan** Ronan  
**Godinho** Duarte Nuno  
**Godsal** Charlotte  
**Goldacre** Joe  
**Good** Louis  
**Goodacre** Charlotte  
**Gowero** Tinotenda  
**Gracias** Alister  
**Granger** Ellen  
**Grantham** Chloe  
**Gray** Nicole  
**Green** Cara  
**Gregson** Sally  
**Grimson** Stuart  
**Grinted** Tyler  
**Groves** Scott  
**Gudka** Vishal  
**H Dharanidhar**  
**Hakin** Louis  
**Hall** Charlotte  
**Hamilton-Cox** Jordan  
**Hammond-Smith** Amber  
**Hanif** Muhammad  
**Hanif Memon** Ouweis Mohamed  
**Hanlon** Emma  
**Harding** Thomas  
**Harris** Robert  
**Harrison** Charlotte  
**Harrison** Rachel

**Harrison** Samantha  
**Hayes** Angela  
**Healy** Joshua  
**Hearn** Alexander  
**Hegde** Ganesh  
**Hellewell** Callum  
**Hemingway** Charlotte  
**Henderson** Patrick  
**Hendren** Robert  
**Heyndrickx** Helena  
**Higson** Jake  
**Hinkley** Louise  
**Hodge** Terry  
**Hodges** Ben  
**Hogg** Justin  
**Holmes-Mackay** Fraser  
**Hooton** Kieran  
**Horn** James  
**Howden** Sarah  
**Huang** Shanshan  
**Huggett** Ellie  
**Hunter** Ryan  
**Hurst** Siobhan  
**Hussein** Gursel  
**Hutchinson** Robert  
**Ingleton** Victoria  
**Ionescu** George  
**Irmak** Belgin  
**Islam** Sanjida  
**J Shobin**  
**Jacob** Lauren  
**Jacobs** Tom  
**Jaffe** Hamish  
**Jagger** Lydia  
**Jameson** Mark  
**Jeffreys** Harriet  
**Jethwa** Ravi  
**Jhuti** Karam  
**Jia** Edward  
**Jiang** Jingjing  
**Johnson** Clara  
**Johnson** Josh  
**Johnson** Olivia  
**Jones** Amelia-Ella  
**Jones** Corey  
**Jordan** Amy

## ANNUAL REPORT 2024

### NEW MEMBERS ADMITTED DURING 2024

**Joshua** Reuben  
**Joss** Grant  
**K** Thanga Meenakshi  
**Kader** Nikita  
**Kainth** Ronak  
**Kala** Sneha  
**Kale** Dhaval  
**Kaliwoh** Kelvin  
**Kalsi** Amarjit  
**Kan** Tin Fung  
**Kaur** Anoop  
**Kaur** Surbhi  
**Keane** Laura  
**Kearns** Zoe  
**Keenan** James  
**Kennedy** Conan  
**Khan** Feroz  
**Khanna** Gopika  
**Khatun** Shema  
**Khwaja** Ibrahim  
**Kimber-Dunkley** Isobel  
**Kindo** Abhay  
**King** Aisla  
**King** Eleanor  
**Knight** Helen  
**Knox** Aaron  
**Kulatilake** Judith  
**Kwan** Coco  
**Kwok** Suen Ni  
**Lai** Jason  
**Lake** Kieran  
**Lamb** Elliot  
**Lamerton** Victoria  
**Lancaster** Ella  
**Lane** Eleanor  
**Larg** Michael  
**Lawrence** Charlotte  
**Lawrie** Kim  
**Lawton** Amy  
**Lediard** Adam  
**Lee** Edward  
**Lee** Jade  
**Lee** Jasmine  
**Lee** Rebecca  
**Lee** Tyler  
**Lee** Vivien

**Levell** Olivia  
**Levy** James  
**Lewis** Ashley  
**Lewis** Jessica  
**Lewis** Samuel  
**Lewry** Kelly  
**Li** Vanessa  
**Lim** Benjamin  
**Lister** Chloe  
**Loader** Kathryn  
**Loizou** Matthew  
**Lovell** Harriet  
**Lu** Renchao  
**Lynch** Ailsa  
**Lynch** Theodore  
**Macgregor** Bethany  
**MacKenzie** Daniel  
**Malhotra** Kajal  
**Martin** Philip  
**Martin-Luce** Amy  
**Massie** Alexander  
**Matthews** Adam  
**Matthews** Oliver  
**Maxwell** Craig  
**Mayfield** Taylor  
**McArthur** Ross  
**McCaughern** Emma  
**McDonnell** James  
**McDowell** Gemma  
**McGee** Sean  
**McGovern** John  
**McLaren** Connor  
**McLean** Alex  
**McLean** Ross  
**McMahon** Robyn  
**McMillan** Ewan  
**McMillan** James  
**McPherson** Helen  
**McRae** Kieran  
**Medlin** Aaron  
**Menzies** Robert  
**Meyer** Zuzanna  
**Mielcarek** Milena  
**Miller** Sarah  
**Millican** Justin  
**Mills** Olivia

**Minall** Phoebe  
**Mirza** Aisha  
**Mohamed** Liyah  
**Mohamed** Mohamed Tarik  
**Molloy** Dervla  
**Montague** Milissa  
**Moon** Christopher  
**Moore** Jonathan  
**Moore** Joseph  
**Morgan** Isobel  
**Morris** James  
**Morrison** Niall  
**Muir** Adam  
**Murley** Annabel  
**Murphy** Ella  
**Murphy** Roisin  
**Murray** Kane  
**Mykolaityte** Evelina  
**Nasina** Bujji  
**Negi** Sweeta  
**Nelmes** Alex  
**Nelson** Sarah  
**Newman** Danielle  
**Ng** Daisy  
**Niciejewski** Jakub  
**Niles** Kofi  
**Nixon** Robert  
**Norman** Aaron  
**Northcott** Jordan  
**Notey** Amrit  
**Nunn** Thomas  
**Oakley** Curtis  
**Oakley** Molly  
**O'Brien** William  
**Odeleye** Emmanuel  
**Oldfield** Emma  
**Oldham** Anthony  
**Oliva** Sergio  
**O'Neill** Barry  
**Osborne** Joanne  
**O'Shea** Carolyn  
**Owen-Davidson** Danica  
**Padfield** George  
**Paine** Rachelle  
**Palumbo** Gabriele  
**Panagiotou** Alkiviadis



## ANNUAL REPORT 2024

### NEW MEMBERS ADMITTED DURING 2024

**Panda** Kalyani  
**Parajuli** Aruna  
**Parker** Ashlee  
**Parry** Katherine  
**Parsons** Elliott  
**Patel** Anish  
**Patel** Anouksha  
**Patel** Ishan  
**Patel** Jay  
**Patel** Kajal  
**Patel** Manisha  
**Patel** Nicole  
**Patterson** Niall  
**Paul** Edmund  
**Paul** Franklin  
**Paulicelli** Eleonora  
**Payne** Holly  
**Pearce** David  
**Pelan** Stevi  
**Pepper** Tina  
**Pheysey-Hoban** Chase  
**Pilborough** Zach  
**Pinchen** Savannah  
**Pollock** Jamie  
**Pople** Aurora  
**Poundall** Charlotte  
**Price** Thomas  
**Qureshi** Abusina  
**Ramsay** Adam  
**Reeve** Timothy  
**Reeves** William  
**Regatuso** Johana  
**Rehman** Junaid  
**Reid** James  
**Rendell** Megan  
**Reynolds** Ellie  
**Riaz** Alina  
**Richards** Henry  
**Ridge** Marie  
**Ridley** Jonathan  
**Roberts** Emily  
**Robinson** Grace  
**Robinson** Kate  
**Rodgers** Katie  
**Roe** Stacey  
**Rogers** Jay

**Rose** Samuel  
**Roughley** Danny  
**Rowley** Ella  
**Royle** Lydia  
**Sabbella** Mahidhar Reddy  
**Sadiq** Salman  
**Saleem** Omar  
**Sampson** Jack  
**Samudrala** Prashant  
**Sanders** Rebecca  
**Sandhu** Harsharn  
**Sanghera** serena  
**Saravanabawan** Sajanth  
**Sarjeant** Jack  
**Scott** Derek  
**Scott** Helen  
**Searle** Daniel  
**Selfe** James  
**Sen** Diya  
**Shah** Shoheb  
**Shakoor** Aaliyah  
**Sharma** Jayeta  
**Sharma** Shameera  
**Shastry** Vishnu  
**Sheik** Ridwaan  
**Shields** Carrick  
**Short** Eliza  
**Simpson** Holly  
**Sims** Kelsey  
**Singh** Jagdeep  
**Sivakumaran** Hinduja  
**Smart** Lewis  
**Smith** Allyson  
**Smith** Cameron  
**Smith** Chloe  
**Smith** Eileen  
**Smith** Owen  
**Smsalova** Anastazie  
**Snape** Annabel  
**Snell** George  
**Sniedze** Elizabete  
**Soar** Karan  
**Southern** David  
**Spencer** Ellie  
**Spooner** Luke  
**Sreedevi** Aswin

**Srivastava** Ankita  
**Sroka** Lena  
**Stanton** Chelsea  
**Stephens-Collins** Tia  
**Stevens** Leon  
**Stringer** Hayley  
**Strong** Nicholas  
**Stuart** Lois  
**Stubbs** Jack  
**Subercaseaux** Luke  
**Sunil** Vidya  
**Suresh** Divyah  
**Swainson** Georgia  
**Swann** Rebecca  
**Swindlehurst** Jack  
**Tang** Maisie  
**Taylor** Michael  
**Thach** Marcelo Dinis  
**Thomas** Elena  
**Thompsett** Jamie  
**Thorne** Daniel  
**Thresher** Robert  
**Tiffin** Jennifer  
**Tikare** Belinda  
**Ting** Jeremy  
**Todd** Alice  
**Top** Penhovich  
**Towler** Samuel  
**Townsend** Jade  
**Tracey** George  
**Tsang** Joshua  
**Tse** Ho Ling Shelia  
**Tully** Charlotte  
**Turner** Jack  
**Turner** Luke  
**Uddin** Rema  
**Upson** James  
**Valentine** George  
**Vallishayee Nagaraja** Sindhu  
**Varnerot** Pierre  
**Vitkunaite** Renata  
**Vora** Amit  
**Wakefield** Samuel  
**Waldron** Katie  
**Walker** Shannon  
**Walker** Tess

## ANNUAL REPORT 2024

### NEW MEMBERS ADMITTED DURING 2024

**Walker** Thomas  
**Walker-Roberts** Katie  
**Wallbank** Lydia  
**Wallis** Rebecca  
**Walsh** Lucy  
**Wardle** Finnley  
**Wariraye** Aminata  
**Warner** Gregory  
**Warren** Jack  
**Washington** Holly  
**Waud** Rosie  
**Webster** Edward  
**Webster** Peter  
**Weir** Darren  
**Welch** Chloe-Anne  
**Welch** Edward  
**Welding** Laura

**Wells** Alexander  
**West** Emily  
**Westwood** Joshua  
**Whalley** Bethany  
**Whitehead** Joel  
**Whitehouse** Kurtis  
**Wickham** Adam  
**Wight** Stuart  
**Wijekoon** Suseema  
**Wilbraham** George  
**Wild** Amelia  
**Wild** Eve  
**Wilde** Nicholas  
**Williams** Daniel  
**Willis** Matt  
**Willis** Rhys  
**Willsmore-Ang** Kheng Pei

**Wilson** Katarzyna  
**Witchell** Daniel  
**Woodrow** Shona  
**Woodward** Lucetta  
**Worboys** Keenan  
**Wright** Harrison  
**Wright** Jordan  
**Yang** Qiuxia  
**Yates** Lauren  
**Yelf** Murray  
**Yorke** Megan  
**Yoshioka** Rin  
**Yuan** Jiaxin  
**Zafar** Sahar  
**Zahid** Zainab

# ANNUAL REPORT 2024

## NOTICE OF ANNUAL GENERAL MEETING

**Notice is hereby given that the thirty sixth Annual General Meeting of the Association of Taxation Technicians will be held on Thursday, 10 July 2025 at 14:00.**

**This meeting will be held in-person at 30 Monck Street, London SW1P 2AP, and will also be live-streamed for virtual attendees.**

**To register, whether attending in-person or via live-stream, please visit: [www.att.org.uk/agm2025](http://www.att.org.uk/agm2025)**

### Ordinary Business

- 1.** To receive and adopt the Report for Council for 2024.
- 2.** To receive and adopt the audited Financial Statements of the Association for the year ended 31 December 2024.
- 3.** Re-election of Council members who retire under Regulation 43:
  - 3a.** Jacqueline Hall
  - 3b.** Georgiana Head
  - 3c.** Jonathan Stride
- 4.** Re-election of Council members who retire under Regulation 38:
  - 4a.** Thomas Wallace
  - 4b.** Connor Whelan
- 5.** To appoint UHY Hacker Young as the auditor of the Association.

By order of the Council

**Jane E C Ashton**  
Chief Executive  
30 Monck Street  
London SW1P 2AP

**24 April 2025**

#### Notes:

- a) A person entitled to attend and vote is entitled to appoint a proxy or proxies to attend and on a poll to vote instead of him or her. A proxy must be a Member of the Association.
- b) A person who has appointed a proxy may nevertheless attend the meeting and vote, in which case any votes cast by the proxy will be superseded.