



Annual Report and Financial Statements

2016

The Chartered Institute of Taxation

The Professional Body for Chartered Tax Advisers • Registered as a Charity in England and Wales No. 1037771

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Annual Report of Council

The Members of Council (the Trustees) present their Annual Report and audited Financial Statements of the Chartered Institute of Taxation for the year ended 31 December 2016. The Financial Statements comply with the Charities Act 2011, the governing documents and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102) effective 1 January 2015.

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President's Statement

Amidst the political drama of 2016, the good ship *Chartered Tax Advisers* has continued to steam steadily ahead.

Partnerships

Partnerships are very important to us. In April 2016, we started to work with the Institute for Government and the Institute for Fiscal Studies to look at the whole process of making tax policy in the UK. We spoke to a wide range of those involved in the policy process, including senior officials in HM Treasury, HM Revenue & Customs, the Scottish government and Revenue Scotland. Our open letter to the Chancellor was published in September 2016 and our final report *Better Budgets: Making Tax Policy Better* was launched at an event in January 2017, with Financial Secretary Jane Ellison MP. There are a range of recommendations, covering parliamentary scrutiny and better consultation and the flagship recommendation – for a single fiscal event – has already been accepted by the government. Our work on the report involved several of us, with a special mention of George Crozier and John Cullinane.

We continue to work closely with several professional bodies, which complement our longstanding strong relationship with the Association of Taxation Technicians. We have a range of important relationships with the ICAEW, with whom we work closely on professional standards, exam programmes and tax policy. I'm delighted that ICAEW Deputy President Nick Parker and Vice President Paul Aplin are both members of the CIOT. Our joint programme of ACA/CTA exams continues to be popular with employers and students alike, in delivering successful candidates dual qualifications in accountancy and taxation. The range of CTA exams which fit into the programme has expanded so that it should appeal to diverse firms. The new Tax Pathway with the ATT, launched in 2016, aims to deliver similar benefits.

We also work closely with the Irish Tax Institute and the Australian Tax Institute, which offer the chartered tax adviser qualification to their members. Our vision is to build on these partnerships to extend our international reach and grow the network of high quality chartered tax advisers.

18,000 members

Our membership has continued to grow and towards the end of 2016 we admitted our 18,000th member. This milestone is the result of the continuous development of our examination programme, designed to set challenging but achievable targets to students in a manner which fits in with their employers. The Education team, led by Rosalind Baxter, together with John Preston and the Education Committee and John Beattie and the Exam Review Sub-Committee, is currently looking at improvements to our existing exams and I hope will in future consider how best to meet the needs of trainee solicitors and their firms.

The Advanced Diploma in International Taxation continues to grow in popularity, especially internationally. Last December candidates sat exams in close to forty countries and the Institute will examine ways to boost its growth.

Tax advice for the public

The Low Incomes Tax Reform Group has continued to develop its websites offering members of the public help with complicated tax and benefits issues. The websites offer specialist help to the military, students, migrants, disabled people and their carers, tax credit and benefit claimants and have received just under three million visitors over the last twelve months with over five million page views between them. At the same time, the team, chaired by Anthony Thomas, continues to highlight challenges of the unrepresented in a wide range of issues including of course the new 'Making Tax Digital' initiative from HMRC. It was particularly pleasing that the Social Security Advisory Committee invited

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Victoria Todd to join them. Anthony steps down as chair in May and will be succeeded by Anne Fairpo, with Chris Jones as Vice-chair.

Technical projects

The Technical and Professional Standards teams, led by John Cullinane, Richard Wild and Heather Brehcist, have worked on two major projects this year: Making Tax Digital and the new ethical standards for tax advisers. The latest edition of Professional Conduct in relation to Taxation took effect on 1 March 2017 and sets out new standards for members giving tax advice. It is vital that taxpayers can continue to obtain impartial advice on complex areas of taxation, whilst at the same time so-called 'loophole' planning benefits no one and is ruled out by the new standard. The new code should help add to trust in tax professionals.

Making Tax Digital is a huge wide-ranging project which should deliver benefits to millions of taxpayers, who should find it easier to deal with HMRC through new personal tax accounts, pre-populated with data already held by the tax authority. Most of the focus, though, has been on new accounting and reporting requirements for businesses and landlords. Our survey of members attracted over 1,000 responses (our largest ever number), which has helped inform our engagement with ministers and HMRC. We continue to believe that a project of this complexity is best delivered in stages, over several years.

Council changes

This year we say goodbye to five council members. Past President Anthony Thomas, Roger Barnard and Jenny Nelder all retire at our May AGM. During the year Alex Galloway and Paula Tallon resigned from Council for personal reasons – and I hope that they may feel able to re-join Council at a future date. I should like to thank all five for their wise counsel and significant contribution. At the same time, I am delighted to welcome five new outstanding

Council members: Susan Ball, Claire Hooper, Janine Juggins, Jonathan Riley and Nichola Ross Martin. They bring a wide range of expertise from large, medium and small practices and business. I would also like to thank our Lay Observer, Sam Younger, for his contribution to Council and am glad that he will continue for a further term of two years.

Council decided in 2016 to admit a small number of new fellows on the basis of their proven experience and expertise. We have admitted five individuals to date and will look carefully at small numbers in future years, based on their contribution to the Institute.

The team

Volunteers contribute hugely to all the work of the CIOT. Over 700 individuals give their time to support Education, Examinations, Membership & Branches, Commerce & Industry, Professional Standards and Technical. Thank you to everyone! If you would like to consider becoming a volunteer please contact Artillery House for more information.

On behalf of Council, I would like to thank our Chief Executive Peter Fanning, the three Directors: Rosalind Baxter, John Cullinane and Paul Davies and the whole of the CIOT staff for their professionalism and dedication to the advancement of our Institute. As our Institute has grown, the demands on our staff have increased and, aided by new recruits, the whole team continues to deliver at enhanced levels.

It is a great privilege to serve as your President for 2016-17. I have thoroughly enjoyed visiting branches and conferences across all four nations of the United Kingdom. The officer group – Chris Jones, John Preston, Ray McCann and me- very much works as a team, which we hope provides the right level of consistent strategic leadership. I am confident in our future and hope that John Preston will enjoy his time as president as much as I have!

Bill Dodwell
President

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Chief Executive's Report

2016 was the Institute's 42nd consecutive year of membership growth. Retention rates are especially pleasing. Over 98% of those who were members in 2015 and could renew their membership, did so in 2016.

Student registrations for the CTA were 1,980, up by 12% on the previous year. The corresponding figures for the Association of Taxation Technicians (ATT) was 1,608, a slight reduction on last year but this is because of the Tax Pathway, a whole new entry route to ATT and CTA explained below. Registrations for ADIT were 730, up 35% on last year and we held ADIT exams in almost 40 countries. We watch student registrations very closely as they are a lead indicator of future exam candidates and therefore membership.

These figures suggest that those who are members of the Institute wish to remain so and an increasing number of young tax professionals wish to join. They are key measures of the health of the organisation and are underpinned by our core business processes.

With over 300 students enrolled, the ACA CTA Joint Programme with the ICAEW is now part of the mainstream in tax education. Indeed, our 18,000th member, Alex Polding of Deloitte, joined via the ACA CTA joint programme route.

I am particularly pleased that Roz Baxter, Director of Education, and her team launched the Tax Pathway with the Association of Taxation Technicians on 15 June. This programme enables students to move smoothly from the ATT to the CTA and by the year end 281 students have registered including those transferred from the traditional ATT programme. Graduates of the Tax Pathway become joint members of both bodies, joining the 2,318 joint members. The Tax Pathway strengthens the route that ATT/CTA offers people without prior qualifications to obtain a chartered qualification by

making it quicker for them to do so than has been the case previously.

This year I would like to draw attention to the 90 or so examiners who set and mark the questions and answers twice a year across our three exam diets – ATT, CTA and ADIT. Almost all are in practice and the time and effort required to write original questions and maintain high standards cannot be underestimated. The CTA examiners form what I have described as a college, ably led by Nick Lloyd our Chief Examiner. Nick is supported by a team of Quality Assurance Managers who marshal the efforts of the examiners and assure the quality of our examinations. The demands on our practitioner-examiners increase every year with the ever growing legislation and expectations of students and their employers.

We are increasingly capturing the benefits of technology within our exam processes. The ADIT exams in December are delivered entirely online whereas candidates may choose to complete their scripts on paper for the June exams. The Education Team conducted a successful pilot for all three exam routes whereby student exam scripts were scanned before distribution to examiners, so reducing risk.

John Cullinane's first full year as Tax Policy Director has been dominated by the response of the CIOT, ATT, AAT, ACCA, ICAEW, ICAS, and STEP (collectively the tax bodies) to the challenge made by the Government to the tax bodies to stop their members promoting tax avoidance. This challenge became known as the 19 March Challenge and was made in a paper published shortly after the March 2015 Budget. After much consultation and debate, the tax bodies published a new version of our professional rules, known as Professional Conduct in Relation to Taxation (PCRT), on 1st November 2016. These new rules have been endorsed by HMRC and our members will be obliged to comply with them from 1st March 2017. They are an ethical code which, in lay terms, requires tax professionals to

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consider what was intended by Parliament as well as the law that was actually made.

Supported by the Professional Standards Team and Member Services Team, the President, Bill Dodwell wrote to all CIOT members to bring the new PCRT rules to their attention.

Under John Cullinane's leadership the Technical Team continues to engage in the public conversation on tax through, amongst other things, responding to HMRC consultation documents. Making Tax Digital and the 'Promoters' provisions were of particular note.

LITRG continues to put the case for those taxpayers unrepresented by tax professionals. During the year LITRG recorded visits by nearly three million 'unique users' to its websites which support especially vulnerable groups such as former members of the armed forces, students, migrants, people with disabilities and older people. In July, Victoria Todd, a member of the LITRG team, was appointed by the government to its Social Security Advisory Committee.

During the year, CIOT combined forces with the Institute for Government (IfG) and the Institute for Fiscal Studies (IFS) to conduct a study of the way tax policy is made. A final report was published in January. However, in the autumn, the three Institutes sent an open letter with their initial findings to the newly appointed Chancellor of the Exchequer, Phillip Hammond. One of our recommendations was that the government should hold just a single 'fiscal event' each year. To the credit of all involved this recommendation was accepted and it became a centre piece of the Chancellor's Autumn Statement.

2016 saw continued development of Tax Adviser with a new editor, Emma Reitano, who works with Chris Mattos who oversees both Tax Adviser and Tax Adviser online (<http://www.taxadvisermagazine.com/>) as editor-in-chief. Six editions of Tax Voice

were published during the year with technical content usually inspired by the work of our Technical Sub Committees. Tax Voice is only published on the Tax Adviser online website and is not available through the paper journal. Also at the very end of the year we saw recruitment adverts published on Tax Adviser online.

The Institute is strong – 2016 delivered a small financial surplus, our investments continue to respond to the rises in markets.

We have seen some changes in the management team. Paul Davies joined as Director of Finance and Operations early in the year and is supported by recent joiners, Hakan Altinisik, Head of IT, and Harriet Archer, Head of Finance, in addition to Annette Hutchinson, Head of HR and Emma Barklamb, Head of Member Services. We also appointed our first full-time Scottish External Relations and Branch Support Officer, Chris Young, in response to the devolution of additional tax powers to the Scottish Parliament and the growing profile of tax issues north of the border.

Retirees from Council at the AGM in May 2017 are Roger Barnard, Jenny Nelder and Past President and LITRG Chair, Anthony Thomas. Their contribution has been absolutely immense over so many years and they will be very much missed.

Council's work was supported by Sam Younger CBE who served as Council's Lay Public Interest Observer and Gill Evans who is our first employed Treasurer.

Finally, my sincere thanks to the Institute's Presidents, Chris Jones and Bill Dodwell, the Institute's Council and the Institute's staff for their support during the year.

Peter Fanning
Chief Executive

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Public Benefit

The Council has considered the guidance published by the Charity Commission and concluded that the Charity's core activities satisfactorily address 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.

The activities described in the committee reports on pages 11-30 illustrate how the CIOT acts solely in the furtherance of its charitable objects for the benefit of the public and aims to deliver excellence in taxation by advancing or enhancing knowledge and understanding in tax education and other core functions of professional regulation.

Report to Council from the Lay Public Interest Council Observer

Introduction

I have now completed a two year term in the role. Over the course of those two years I have come to have the highest regard for the Institute- for what it does and how it goes about it. I have been consistently impressed by the professionalism and commitment of all concerned: Council, Officers and senior staff alike. The Institute is engaged with issues of central importance in our public life and economy and makes a significant contribution in areas of ever growing public interest. It has been a pleasure and a privilege to have been able to observe some of that work at close quarters.

Public Benefit

As Lay Public Interest Observer, my principal role is to report to Council on the degree to which the Institute carries out its work in the public interest and acts in accordance with its charitable objectives. I reported on this in positive terms a year ago, and the record over the past year has been equally strong. Public benefit considerations have suffused

all the discussions at which I have been present. In particular, all the debates surrounding the revised commitments in Professional Conduct in Relation to Taxation (PCRT) were exemplary; and those around Making Tax Digital were thoughtful and embraced the public interest. Equally, the educational purpose of the Institute has been well served by the continuing focus on reviewing and updating the qualifications and pathways offered by CIOT, as well as by the series of debates jointly sponsored by CIOT and the IFS; and I much look forward to seeing the progress in the joint project with the Institute of Government. It was heartening to hear from the October meeting that the Council's ongoing commitment to the work of LITRG is whole-hearted even as public money is withdrawn.

All of that said, there are two areas which the Institute needs to keep at front of mind going forward. The first, as I noted also last year, is that the danger of a conflict between the wider public interest and the narrower professional membership interest is real. The Institute needs always to be careful to minimise its vulnerability to criticism that it is protecting its own rather than the public interest. The best way to do so, in my view, is to continue always openly to acknowledge the potential conflict and for CIOT to explain how it reconciles the two in its own public statements rather than allowing others to raise the issue in critical terms.

The second issue, which has been raised on occasion in Council discussions but has yet to be fully debated, is the matter of "campaigning". In charity law, charities are explicitly permitted to undertake political (though not party political) campaigning which promotes their charitable purposes, although seeking political change can never be the sole purpose of a charity. My view is that the Institute, as the premier professional organisation in the field of tax and as a charity, has a responsibility to ensure that its wide and deep experience of the tax system is used to inform the policy debate. If that on occasion takes CIOT into areas of controversy where

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it may be at odds with the government of the day, there need be no concern that pursuing that agenda is inconsistent with its charitable purpose.

Governance

When I reported last year, Council had just agreed arrangements for improving the effectiveness of governance by boosting the role of Officers' Group as an essential bridge between the Executive team and the Council. At that time, my report emphasised the importance of that Executive-Governance relationship and the need for the Institute's work to be approached as a "joint enterprise" between the two. A year on, that spirit of joint enterprise seems to me to be alive and well and earlier tensions have more or less evaporated. The success of these crucial relationships, however, can never be taken for granted and all sides will need to continue to focus on ensuring that the behaviours of all involved contribute to making the Executive-Governance "team" more than the sum of its parts.

In my report last year I mentioned two other facets of good governance. The first was the hope that Council would find ways of ensuring that its meetings focused more effectively on the key strategic issues facing the organisation and avoided becoming bogged down in operational detail. Progress has been made and I was particularly struck that, at the October Council, the agenda item of Making Tax Digital was pulled up the agenda precisely to ensure that this key strategic issue was fully discussed. The result was a rich and extended debate. One of the challenges here is for the Executive and Officers Group to identify the issues that need debate and ensure that the Council agenda allows for it.

The final point I raised in last year's report was that the Institute might want to consider how to inject external perspectives and expertise into its work, whether at Council or on standing committees or ad hoc projects. At the July Council there was a substantive discussion of future Council

membership. The debate started from the incoming President's key priority of promoting diversity in Council membership. It went on to note that, as a membership body without any element of election in the make-up of Council, perhaps it was time for a review of the composition of Council and the processes involved. If such a review were to be undertaken, it could usefully include consideration of the case for external voices in Council- not necessarily as full members but perhaps in "observer" roles analogous to mine. There is a further good reason to consider a wider governance review. Following the introduction of the new PCRT arrangements, there is very likely to be greater public focus on regulation of the tax advice industry. I believe it would be wise for the Institute to seek to lead the agenda rather than react to others, by considering how the external environment is developing and what governance arrangements are likely most effectively to enhance its ability to deliver on its charitable purposes.

Sam Younger CBE

Lay Public Interest Council Observer

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Objectives and aims

The charitable aims of the Institute as set out in the Royal Charter are:

1. 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.
2. (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 achieve these aims it:

- makes recommendations to improve or simplify tax law and practice;
- maintains and publishes standards of professional conduct for Chartered Tax Advisers;
- runs residential conferences and one-day courses;
- publishes the monthly journal, Tax Adviser;
- issues annotated copies of Finance Acts and other Acts;
- runs through its Branches, technical meetings and social activities;
- supervises members for compliance with anti-money laundering regulations;

- holds examinations in the UK and throughout the world;
- encourages the preparation of dissertations and research on taxation topics;
- funds the Taxation Disciplinary Board, an independent body which investigates complaints and takes robust disciplinary action against members and students who breach professional rules; and
- supports other tax charities.

Activities

Technical

The CIOT's technical work continues to be driven by our public benefit objectives.

These include:

- a simpler and easier to use tax system for the majority of taxpayers, with more certainty and reduced administrative burdens as a result;
- the interests of both represented and unrepresented taxpayers are fully considered; and
- that the interests of UK taxpayers are represented to both the UK government and its officials, and at international level, including to the EU and OECD.

The EU Referendum on 23 June 2016 caused disruption for both the legislative and consultation timetables during 2016. The Finance Act 2016 did not receive Royal Assent until 15 September 2016, and there were very few consultations published prior to the EU Referendum. However, around 20 tax consultations were released in August, including the six consultations on Making Tax Digital, with another dozen or so in subsequent months.

2017 will be another interesting year, with both a Spring and a new Autumn Budget, further development of the Making Tax Digital proposals, and as the implications of Brexit become clearer.

Making Tax Digital

Following the publication of the Making Tax Digital (MTD) Roadmap in late 2015, we started the year with the expectation that we would soon hear much more detail about the Government's flagship MTD project. There were some roadshow events

concerning "Simpler Payment" early in 2016, but HMRC did not finally publish their six MTD consultation documents until August 2016.

The CIOT, through our dedicated Digitalisation and Agent Strategy Working Group (which comprises members from a wide range of practices, as well as industry), responded in detail to all six consultation documents. These are available in full, and in summary form, on our website.

We also ran a CIOT and ATT member survey during September to gather the views of our members. The survey asked a mixture of high-level questions (such as the expected burden on clients and advisers) and specific questions (such as the threshold for exemption from MTD). We are grateful to the 1,082 members who responded. The results of the survey were used in our responses to the questions in the consultation document and were a vital ingredient in providing hard evidence to HMRC of the views of tax advisers working in practice. The full survey results were also sent to HMRC and are available on our website. We also ran a webinar explaining the various MTD proposals, and a recording of this is also available on our website.

The formal responses to the consultations were published on 31 January, along with limited amounts of draft legislation for inclusion in Finance Bill 2017. We continue to review these responses and will be commenting on each tranche of draft legislation as it becomes available. We were pleased that, following our representations (and those of others), at the Spring Budget 2017 the Chancellor announced a one year deferral of mandatory digital record keeping and quarterly reporting for businesses and landlords with turnover below the VAT registration threshold.

By the end of 2016, 7 million taxpayers had accessed their digital Personal Tax Account (PTA), which is designed to bring together information about a taxpayer's affairs in one place. Pre-population of the PTA with data that HMRC already hold, such as pay, tax and P11D details has begun, and taxpayers

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can also do things like check their PAYE code, state pension and National Insurance record. HMRC are continuing to add new services to the PTA. The Digital Tax Account for Business is intended to be rolled out between April 2018 and April 2020, and a large pilot project is due to start in 2017.

At the heart of our many concerns about the speed and scale of the MTD project is agent access. This is lagging behind taxpayer access, despite assurances from HMRC that access would be synchronised by the end of 2016. It is a Your Charter commitment that HMRC accept that an agent can represent a taxpayer. An agent is unable to do this properly without access to the same information and functionality as the taxpayer. We will continue to influence HMRC to deliver comprehensive agent access as soon as possible. We will also persist in making the point to HMRC that agents are key to the ultimate success of the MTD project.

As the MTD project develops further during 2017, we will continue to make our views known to Government and HMRC at meetings and through formal submissions, and to the public by engaging with the media through press releases and briefings.

Tax avoidance

Tax avoidance remains at the forefront of Government tax policy, and during 2016 HMRC launched further new initiatives to tackle avoidance. One of the most controversial measures on which they consulted was the introduction of a penalty for 'enablers of defeated tax avoidance'. These proposals were very widely drafted and raised serious concerns that they would penalise advisers who gave perfectly reasonable and legitimate tax advice to clients, on commercial transactions in areas which were in no sense 'tax avoidance'. The CIOT was a key contributor to the discussions with HMRC on these measures. Draft legislation for inclusion in Finance Bill 2017 was published in December 2016 and is a significant improvement on what was consulted on. The definitions are more

narrowly focussed on 'abusive' arrangements which have been defeated, using the General Anti-Abuse Rule (GAAR) concept of double reasonableness.

The Government is also proposing to modify the existing penalty regime in Schedule 24 Finance Act 2007 for users of defeated tax avoidance arrangements, by describing what does not constitute the taking of reasonable care as 'disqualified advice', and to place the requirement to prove reasonable care on to taxpayers. Unlike the 'enabler penalty' proposals, the definition of 'avoidance arrangements' has not been narrowed, and our concerns remain that commercial arrangements may fall within these penalty provisions. We will continue to work with HMRC to seek a workable outcome.

Tax evasion

HMRC's efforts to tackle offshore tax evasion continue. Finance Act 2016 saw the introduction of a new strict liability offence which will require no proof that the taxpayer deliberately intended to evade tax, a new asset based civil penalty for offshore evaders and a civil penalty for enablers of offshore tax evasion.

As part of the Government's Offshore Strategy Work, we also saw for the first time a legal requirement on tax advisers to send an HMRC branded notice to certain clients, notifying them that HMRC will soon be receiving information on overseas financial accounts under the Common Reporting Standard, and recommending action if taxpayers are unsure whether their tax affairs are complete or not up to date. The notification window is still open, and notifications must be sent by 31 August 2017. We held a webinar explaining these proposals and how affected members might comply. The recording is available on our website.

The Government continued to consult on introducing a new corporate criminal offence of failure to prevent the facilitation of tax evasion.

Legislation is contained in the Criminal Finances Bill. Once the legislation has received Royal Assent the government will publish formal guidance. The CIOT has been working with HMRC on producing sector specific guidance for members. It has always been our view that clear guidance will need to be provided to help give certainty to organisations over how the proposals will work and what they must do to ensure compliance.

Looking ahead, Finance Bill 2017 will introduce a 'Requirement to Correct' past offshore non-compliance and tougher new penalties will then apply to any taxpayer who fails to correct. This measure gives taxpayers a final chance to clear up issues from the past, using HMRC's new Worldwide Disclosure Facility, before the imposition of much more severe sanctions. There are also proposals to introduce a new legal requirement that intermediaries creating or promoting certain complex offshore financial arrangements notify HMRC of their creation, and provide a list of clients using them.

Tax administration

Legislation introducing the concept of a 'partial closure notice' (PCN) was published as part of the draft Finance Bill 2017. This gives a new power to HMRC to issue a PCN to resolve discrete issues in an enquiry without having to close the whole enquiry. Following a public consultation in 2015, and further meetings with stakeholders (including CIOT) during 2016, a reciprocal power is also being provided to taxpayers so that they can apply to the Tribunal for a direction that HMRC issue a PCN. The new powers will apply to all ongoing enquiries as at the date of Royal Assent.

Owner Managed Businesses

Our members in small and medium sized practices contributed to a number of consultations during the year. Amongst these was HMRC's consultation on Company Distributions, which proposed

amendments to the Transactions in Securities legislation, as well as the introduction of a new Targeted Anti-Avoidance Rule (TAAR) to prevent some distributions in a winding up being taxed as capital where certain conditions are met and there is an intention to gain a tax advantage.

In our response, we said that we could understand the Government tightening up the law in this area where active abuse is taking place. However, our concern was that the measures may go wider than intended, leading to increased uncertainty for business and difficulty in advising clients as to how HMRC or the courts would treat a transaction. No clearance procedure for the TAAR is provided for in the legislation introduced by Finance Act 2016 Section 35. Given the lack of clarity in the legislation, it seems likely that we will end up having to rely on HMRC guidance to determine how HMRC will interpret the provisions. The CIOT's view continues to be that 'taxed by legislation, untaxed by guidance' is a very unsatisfactory feature of the UK tax system. We sent HMRC 18 examples of situations, supplied by our members, which we considered to be suitable for guidance and on which HMRC's view was urgently needed. At the time of writing we are still waiting for the guidance to be published. This is despite the legislation having been in force since Royal Assent in September and applying to transactions on or after 6 April 2016.

We continue to input into the work of the Office of Tax Simplification (OTS). This year we contributed to the OTS's Review of the Corporation Tax Computation, as well as their discussion documents on Lookthrough Taxation and Sole Enterprise with Protected Assets (SEPA).

Employment Taxes

The Sub-Committee continues to be very active, with the year starting and ending with considering draft Finance Bill clauses and the middle of the year taken up with responding to nine formal consultation documents plus a number of other

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consultations, such as on draft legislation. As a result 2016 remained every bit as busy as 2015. Sub-Committee volunteers participated in a large number of HMRC meetings and workshops, as well as attending meetings of various HMRC employment tax-related forums, and engaging with other Institutes and interested parties on current issues (such as PAYE reporting under real time information (RTI)).

The wide-ranging nature of the Sub-Committee's work is illustrated by our submissions over the course of 2016. The year opened with a response to HMRC's consultation on the withdrawal of extra-statutory concessions (ESCs) (in this case, on the subject of the remuneration of sub-postmasters), following which 5 submissions were made in response to the draft Finance Bill 2016 clauses (these covered the exemption for trivial benefits-in-kind (BIK), employment intermediaries and relief for travel and subsistence, amendments to employee share scheme rules, the (further) reduction of the pension lifetime allowance and the tax treatment of sporting testimonials). We also responded to HMRC's call for evidence in relation to employer-provided living accommodation and the consultation on the operation of the Apprenticeship Levy (AL), which is being introduced with effect from 6 April 2017. Volunteers also met HMRC on a number of occasions during 2016 to discuss issues with the operation and implementation of AL.

After a brief respite the Sub-Committee considered the Finance Bill 2016 with further representations and points being raised, such as in respect of the Budget announcement that the decision in *HMRC v Apollo Fuels, B Edwards and others* [2016] EWCA Civ 157 (17 March 2016) was to be reversed in the Finance Bill, and responded to a proposal to withdraw NIC elections in employee share schemes (a proposal we objected to and we were pleased to note that the government heeded our advice and decided not to proceed).

The summer then produced consultations on IR35 and Off-payroll working in the public sector, the alignment of dates on 'making good' BIKs, Disguised Remuneration, the income tax and NI treatment of termination payments, Simplifying the PAYE Settlement Agreement (PSA) process, company car tax for Ultra-Low Emission Cars (ULECs), Salary Sacrifice for the provision of BIKs and a new Pensions Advice Allowance. With the aid of input from Sub-Committee volunteers and CIOT members we were able to respond to all of these consultations. In addition we commented on draft secondary legislation in respect of payrolling BIKs and AL. We also met the OTS to discuss their further work on the closer alignment of income tax and NICs.

The year ended with a meeting of the Sub-Committee following the Autumn Statement to consider the draft Finance Bill 2017 clauses published in early December 2016. We were disappointed with the government's reply to the CIOT's (and many others) response to the consultation on salary sacrifice and flexible benefit arrangements. This and the government's approach to IR35 in the public sector will present many challenges in 2017.

Capital Gains Tax & Investment Income

The wide-ranging reforms to the taxation of non-UK domiciliaries, originally announced in the summer 2015 Budget, continued to be the focus of much of the sub-committee's work throughout 2016. Further announcements were made at Budget 2016 including two transitional measures to the deemed domicile provisions (rebasement of foreign assets and cleansing of mixed funds).

A further consultation, published on 19 August 2016, consulted on three aspects of the reforms:

- the Government's response to the original 30 September consultation on the new deemed domicile rules;

- a consultation on the proposals to charge inheritance tax on UK residential property held indirectly (enveloped) through offshore structures; and
- a consultation on possible changes to Business Investment Relief to encourage greater investment in UK businesses by non-UK domiciled investors.

The CIOT submitted detailed responses on these areas. In addition, sub-committee members attended a number of HMRC and HMT workshops and consultative meetings throughout the consultation period. Following the publication of the draft provisions for the Finance Bill 2017, the CIOT sub-committees are engaged in reviewing the draft legislation to assess whether the draft clauses effectively translate the policy intent into statute and without unintended consequences. Our detailed examination of the provisions will continue into 2017.

During the first half of 2016, the CIOT worked closely with HMRC to consider the detailed technical changes that were needed to reverse the unintended consequences of the Finance Act 2015 changes in relation to Entrepreneurs' Relief. This exercise culminated in the Finance Act 2016 provisions. The engagement was characterised by constructive dialogue with HMRC and involved a significant commitment in time and expertise from members.

In 2016 the CIOT also responded to the formal consultation on proposals for changes to the tax regime for partial surrenders or partial assignments of life insurance policies. The CIOT continued its extensive engagement with HMRC on this issue to ensure that the tax regime governing partial surrenders and assignments could no longer give rise to a disproportionate and inequitable result for policyholders. Draft consultative provisions for Finance Bill 2017 were published in December and our review of these provisions is under way.

Sub-committee members regularly attended meetings of HMRC's Capital Taxes Liaison Forum.

With the introduction of the FA 2016 gross regimes for interest and dividends received we liaised extensively with HMRC to ensure that the legislation finally enacted operated as intended in relation to estates in the course of administration and trusts; a de minimis reporting regime was introduced for interest received by personal representatives.

Succession Taxes

We responded to the Ministry of Justice proposal to increase substantially the fees charged for the issue of a grant of Probate, pointing out the difficulties for personal representatives in paying higher fees, before having access to the deceased's funds.

Throughout the year the ongoing progress of the revision of the Non-Domiciles code in relation to IHT, and particularly the extension of IHT to UK residential property held through offshore structures, has engaged a large amount of our efforts; our aim has been to ensure that final legislation operates as effectively as possible, so that operational difficulties in what is already a highly complex area are minimised.

Our response to draft IHT DOTAS regulations in July was that their scope remained too broad with the effect that normal and commonplace arrangements would become disclosable. This would produce additional compliance costs for taxpayers and for HMRC in monitoring greatly increased levels of protective disclosures.

Property Taxes

The CIOT facilitated an HMRC workshop in early 2016 to consider a new digital filing platform for the Annual Tax on Enveloped Dwellings. The new filing system will be live in early 2017 and we are hosting a further HMRC workshop prior to its launch.

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The additional 3% stamp duty land tax (SDLT) charge came into effect from 1 April 2016 for purchases of additional residential properties. The practical issues surrounding the implementation of these higher rates were taken up with HMRC through our representation at the SDLT Working Together Forum.

In the light of the proposals for new Inheritance Tax rules on UK residential property held indirectly by non-UK domiciliaries, and with the support of other professional bodies, the CIOT made a submission on the potential tax costs, and uncertainty involved, in taking steps to remove property from a company. Such barriers might deter taxpayers from acting in accordance with the policy intent.

In the latter half of 2016, the sub-committee considered the business and administrative burdens involved in operating the Construction Industry Scheme on landlord contributions to tenant's works leading to a proactive formal submission to HMRC (in early 2017.)

Corporate Tax

The sub-committee has been considering the significant changes announced by George Osborne in his Spring Budget and set out in the Business Tax Road Map. We responded to consultations on areas such as loss relief, the Substantial Shareholdings Exemption and the corporate interest restriction over the summer.

Subsequently we welcomed the fact that Philip Hammond, the new Chancellor, announced in the Autumn Statement that he would stick with the plans of his predecessor, rather than have more changes, but also noted that the scope and pace of the changes present challenges to businesses. The end of the year brings the task of considering the necessarily complex draft legislation published on 'L-day' that will implement these major changes with effect from April 2017.

International Tax

The final piece of the BEPS jigsaw was unveiled during the year, as the OECD published the multilateral instrument that will implement a series of tax treaty measures to update international tax rules, aimed at lessening the opportunity for tax avoidance by multinational enterprises. The sub-committee is involved in stakeholder consultations around the UK Government's approach to adopting (or not) the various non-minimum standards.

Indirect Tax

During the year we strengthened our engagement with tax bodies and policymakers. Meetings with HMRC's Indirect Tax Directorate and HM Treasury resulted in a better understanding of the key issues faced by stakeholders on all sides, and the common and different perspectives we have. We were pleased to receive feedback that HMRC have a genuine feeling of support from the CIOT's Indirect Tax Sub-committee (along with an appropriate amount of challenge) in working towards making the VAT system fairer and simpler for all stakeholders.

On the International stage we have been involved with the OECD and the European Commission as well as continued representation at the CFE and the Commission's VAT Expert Group, contributing to work on VAT grouping and the EU VAT Action plan.

A large number of submissions to HMRC have been made this year. We will pursue many of these (such as our suggestions on practical ways to gain greater certainty for Transfers of a Going Concern) through close engagement with the OTS review of the VAT system. Our concerns over wide and potentially vague definitions have led to tighter legislation, clearer policy announcements or undertakings to think further in areas such as tackling VAT loss from online sales, Use and Enjoyment, pre-registration input tax and Landfill Tax.

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Customs Duty, VAT and to some extent Excise Duty all face significant change in the face of Brexit. Formal calls for evidence have been answered and informal thought leadership dialogue continues as the potential post-Brexit landscape unfolds. The big challenge ahead is to simplify a tax system that continues to evolve at such a rapid pace.

We have highlighted the VAT aspects of MTD in particular and met with HMRC lead teams to explore the opportunities and challenges this project poses on a transaction tax. Early involvement with HMRC on VAT grouping reforms has enabled us to help influence the current HMRC consultation.

Continued involvement with HMRC on Excise duties has seen certain procedural problems with authorisation of traders remain a focus.

Scottish Technical Sub-committee

The Scottish Technical Sub-committee of CIOT contributed to a number of consultations and calls for evidence concerning the devolution of tax powers to the Scottish Parliament. These included submissions in relation to the Land and Buildings Transaction Tax Additional Dwelling Supplement (LBTT ADS), which was introduced with effect from 1 April 2016, having been announced in the Scottish Government's draft Budget for 2016-17. We also contributed to discussions on the development of a replacement tax for Air Passenger Duty, which will be devolved to the Scottish Parliament with effect from 1 April 2018, through attendance at the Scottish Air Passenger Duty Stakeholder Forum and responses to formal Scottish Government consultations. We also contributed to the Barclay Review Group's consideration of business rates in Scotland, and submitted evidence to different committees of the Scottish Parliament concerning Scotland's relationship with the European Union (EU) and the economic impact of leaving the EU.

During the summer, we carried out a survey of CIOT and ATT members in Scotland to assist in

the formulation of our submission to the Finance Committee of the Scottish Parliament on a Scottish approach to taxation. We received over 160 responses and have been invited to give oral evidence to the committee in 2017 to further assist their inquiry.

Representatives of the STC have attended several meetings with the Scottish Government, Revenue Scotland and HMRC during the year, including operational forums for the devolved taxes, like Land and Buildings Transaction Tax and Scottish Landfill Tax, stakeholder forums for the devolution of air passenger duty, and stakeholder meetings for the development of the LBTT ADS.

We also continue to meet on a quarterly basis with representatives of the Scottish Government, and colleagues from the Institute of Chartered Accountants of Scotland (ICAS), to discuss devolved tax issues.

Wales

The Tax Collection and Management (Wales) Act 2016 was passed by the National Assembly in April 2016. A further significant part of the legislative machinery of Welsh tax devolution, the Land Transaction Tax and Anti-avoidance of Devolved Taxes (Wales) Bill, was introduced into the National Assembly on 12 September 2016 providing for Land Transaction Tax to replace Stamp Duty Land Tax in Wales. The CIOT responded to the Assembly's Finance Committee call for written evidence on the Bill and subsequently gave oral evidence at the Senedd in October. In addition, we responded jointly with the Stamp Taxes Practitioners Group to the Welsh Treasury Paper 5 seeking views on the Welsh Government's policy approach to the higher rates of Land Transaction Tax (LTT) for purchases of additional residential properties. In October it was announced that amendments will be made to the Bill, to enable LTT to include a higher rate levy for additional residential properties from April 2018.

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We have attended the Welsh Tax Forum meetings during the year in Merthyr Tydfil, Wrexham and Cardiff, and the CIOT is represented on the Welsh Government's Tax Advisory Group.

EU AND HR

Clearly the Referendum result in June has significantly impacted on the work of this sub-committee, although the extent and nature of the changed relationship with the European Union is not yet clear and will not be settled for a number of years. Thus much of the year has been a case of wait and see for the sub-committee, along with everyone else. Going forward, the CIOT will be engaged in the debate around Brexit and will work to ensure that the tax laws which apply as a result of the process are as clear and certain as possible.

Working Together

Working Together's digital journey continued throughout 2016. The difficulties faced by the regional groups hosting Digital Working Together meetings was overcome when all parties agreed to centralise the hosting of the meetings, which are currently being organised by the Issues Overview Group (IOG), with significant input and support from HMRC. HMRC's Specialist Agent Managers also became allocated to Professional Bodies, rather than regions, thus helping our interaction with HMRC on WT issues. Our allocated SAMs are also invited to the WT sub committee meetings.

The biggest development during 2016 is the creation by HMRC of the online Agent Forum. The forum allows members to post new issues, comment on existing issues etc, generating much more rapid responses from HMRC, and helping gather the necessary evidence regarding the extent of the problem, which has previously proven difficult to collate. The forum is currently in a pilot stage, and a business case is being prepared by HMRC to make this a permanent feature. We are hopeful that the business case will be successful, as the forum is a

significant step forward in making WT 'work' in this digital age.

Tax Adviser

Tax Adviser is the monthly journal of the Chartered Institute of Taxation and the Association of Taxation Technicians. Well respected for its broad and topical coverage, each issue carries in-depth tax technical analysis with the aim of helping practitioners do their job.

Contributors are drawn from leading tax professionals, chosen for their ability to communicate the issues clearly and for the particular insight they have in their area of specialism.

Paper copies are sent to members and, in addition, the website taxadvisermagazine.com (which also includes web exclusive content such as the *Tax Voices*) received 380,598 page views in 2016.

Our year in numbers

174 formal submissions made to HMRC or HMT, representing 124 from CIOT and 50 from LITRG.

Over 210 meetings with HMRC / HM Treasury officials, a 30% increase from last year, ensuring a high level of engagement even during periods with limited formal consultations.

34 mentions for CIOT or LITRG in Parliamentary debates.

125 appearances in mainstream media outlets.

And finally...

The technical work of the CIOT could not take place without the input from many of our volunteers in practice, commerce and industry, and Government. I would like to thank all of them and the technical team staff for their hard work over the last year

in helping the CIOT improve the tax system. If you would like to be involved then do get in touch with us via technical@tax.org.uk.

Glyn Fullelove

Chair, Technical Committee

Member Services

Public Benefit

According to our records, in 2016 Technical Events, Conferences, Seminars, Webinars and Branch Events were attended by over 2,000 members of the public, this statistic speaks directly to our public interest in ensuring that events are inclusive and that the CIOT continues to demonstrate its power to convene all those interested in and affecting, the world of Taxation.

Members of other professional bodies are always welcome at our events.

New Members

In 2016 the Committee were delighted to welcome over 500 new, successful exam candidates into Membership. Retention rates amidst the membership remain high, with over 98% of members who could renew their membership doing so in 2016. Membership peaked at 18,000 in 2016, and the member in question, a Real Estate Tax Consultant working at Deloitte will join a further 60 new members at the our very popular Admission Ceremony in April 2017 at Drapers' Hall.

Member Compliance

New processes have been introduced in relation to the use of the designation "Chartered Tax Adviser(s)" and the Institute's badge. Importantly, the team have been working closely with the Professional Standards Team to ensure messages around the changes to Professional Conduct in Relation to Taxation (PCRT), which will come into

effect on 1 March 2017 are being consistently communicated to members. The Annual Return in 2016 featured the question, "Can you confirm you conduct your tax work in accordance with the standards set out in PCRT?" and the question will remain when the Annual Return for 2017 opens on 1 June. The team have involved a small number of members in a pilot in 2016 and although it is early days, the feedback is very positive. The aim of the pilot exercise was to demonstrate the efficiency of aligning the compliance and subscription functions of the Institute.

Member Benefits

We continue to provide services to support our members in their working lives. Our monthly Tax Adviser journal provides members with technical news and views from the Institute and the wider tax policy community. Following the successful relaunch of Tax Adviser Magazine online, visits to the website have more than doubled in number. The weekly email service, 'News for CTAs' is delivered to all members via email and is an excellent digest for busy professionals. Members receive a copy of the annotated Finance Act on an annual basis. The Tony Arnold Library, the UK Tax Repository, is another resource available to members which has proved very popular in the last 12 months where visits and enquiries have increased by 50%.

Events

Our Events team organised 28 CIOT events and registered over 3,000 delegates during 2016. The three residential conferences were held in March, September and November at Queens' College, Cambridge, the University of Warwick and Stirling Court Hotel in Scotland respectively. The Institute collaborated with the Institute for Fiscal Studies and the Institute for Government and produced a series of events open to members and non-members

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which constitutes a considerable part of our work in the Public interest in developing sound tax policy.

Chris Brydone

Chair, Membership and Branches Committee

Branches

Branch Network, Continuing Professional Development and more

The East Midlands Webinar pilot has provided us with a great deal of data on which to make plans in relation to the provision of online CPD. Over 100 members have joined the Branch online in the last 12 months and the Institute is pleased to have supported this inclusive approach to continuing professional development for members. The Branch Network is about a great deal more than the provision of CPD however, professionals from accounting, trust and estate planning and the legal sector gather at CIOT/ATT branch events to share best practice and network with their peers. The network is vibrant and increasingly engaging members in the first 10 years of their careers who are seeking out non-technical support in the form of soft skills or simply like-minded, convivial company.

Malachy McLernon

Chair, Branch Network and Joint Branches Sub-Committee

Communications & Brand Management

In 2016, the Communications & Brand Management Committee continued to support CIOT's public benefit remit by working across the Institute to ensure that the messages the CIOT delivers to its members, students and the public are consistently well presented and communicated, both in the real and online worlds.

Our Committee membership draws upon the expertise of members from a broad range of other

committees including Education, Tax Technical and the IT team.

Branding

Branding is key feature of the Committee's remit. This year the Committee agreed that the Institute's crest, as displayed on all membership certificates, will be used on display banners at the Admissions Ceremony, instead of the blue 'owl' logo. The Committee also discussed and made recommendations on the way the ATT and CIOT logos might be displayed on joint publications.

In addition, ATT and CIOT continue to take action to protect their trademarks and other intellectual property.

Business Development and Marketing

Crucial to the CIOT's future is promoting the Institute to employers and potential CTA and ADIT students. Irene Redman, Head of Business Development working together with other internal and external teams, leads on the planning and implementation.

The year 2016 witnessed the first meeting of the new Joint ATT/CIOT Marketing Committee. The aim of this joint committee is to improve joint working between the two charities, particularly on marketing. The CIOT will continue to support Accountex in 2017, with the particular aim of promoting the Tax Pathway, which links the ATT and CTA qualifications.

Business development and marketing highlights in 2016 include:

- **Highest Number of New CTA and ADIT Students** – The year 2016 saw the highest ever number of new student registrations (excluding re-registrations and transfers) for these qualifications with an increase in

students from the top 10 firms, for the CTA and ADIT.

- **Employer Client Meeting** – There was a 52% increase in Employer Client Meetings about the CTA, ADIT and the CIOT in 2016. Such meetings continue to be a valuable means to obtain feedback from employers and to highlight the opportunities and potential issues for both the Institute and employers.
- **ICAEW CIOT Joint Programme**- All of the 'Big Four' accountancy firms are now putting trainees through the Joint Programme, with Deloitte the keenest participant. The Joint Programme Owner-Managed Businesses specialism, launched with the ICAEW, has resulted in almost 100 students on this specialism.
- **Tax Pathway** – The Tax Pathway was launched in June at a joint reception with the ATT, attended by nearly 70 people from the world of tax training including major employers of students on tax training contracts. A total of 243 new students have enrolled since.
- **A Career in Tax** – More than 4,000 resources such as brochures, flyers and other freebies have been distributed to more than 30 schools, colleges, universities and at careers events across the UK. ADIT specific materials have also been distributed at 13 events overseas. Furthermore, each participant at the Scottish Annual Conference in Stirling received samples of CTA resources to use in their local communities. Volunteer members have presented at many of these events to promote CTA and ATT qualifications.

External Relations

The External Relations team supported the CIOT's charitable object of promoting public understanding of the tax system by providing background explanation of tax issues to journalists and by publicising our opinions on current tax matters besides making experts available to media outlets.

During 2016, CIOT and LITRG issued 110 press releases and we were quoted or interviewed 125 times by 'mainstream' media outlets (that is, beyond the specialist business and tax trade press).

Technical submissions which were covered by press and broadcasters ranged from those on Making Tax Digital, stamp duty, salary sacrifice and the new Lifetime ISA and 'Help to Save' accounts. Other topics where our comments were covered by the media included the settlement between HMRC and Google, the problems with Concentrix and the raft of Government announcements on tax avoidance and tax evasion.

In Scotland, there has been mainstream media interest in – and coverage of- CIOT views on the taxation of second homes, concerns about changes to council tax and our take on the Scottish Budget and Autumn Statement. CIOT's comments on the possible tax implications of Brexit also resulted in coverage as part of the Herald newspaper's mini-series into the social, political and economic implications on Scotland of the decision to leave the EU. The existing temporary part-time post of Scottish External Relations Officer was converted into a full-time permanent role, with a branch support element added in.

In 2016 CIOT continued its successful partnership with the Institute for Fiscal Studies, holding events at three of the political party conferences on the theme 'What is the role of the tax system in tackling inequality?' Additionally panel discussions in London considered the risks to the UK tax take and the role of tax in pensions and savings.

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In support of our aim of advancing public education in taxation the Institute was a sponsor of the 2015-16 Debating Matters competition for sixth formers, which is organised by the Institute of Ideas. In spring 2016 the event's regional finals included teams arguing for and against the motion: 'It is wrong for countries to offer tax incentives to attract investment'. CIOT representatives, including Chris Jones, Chair of the Committee, were among the judges, who were really impressed by the standards of debate and levels of engagement from the students involved.

Online Communication

We have been developing a new web portal for ATT/CIOT staff, members, students, and committees as a pilot platform, in preparation for the planned implementation of a new CRM system this year. These new technologies will increase development capabilities for the online user journey and enable us to deliver more streamlined services to our external audience.

In January of this year, taxadvisermagazine.com was hidden behind a paywall and now full access is restricted to ATT/CIOT Members and Students and subscribers for the Tax Adviser Magazine online content. Subscription is available to the public through the Tax Adviser website.

The Secure Area on the pilot portal has contents available to the members of the Technical Committee and its sub-committees. There is historical information and papers for the relevant committees, as well as a ATT/CIOT Staff area that has information such as the staff handbook and guidance for business continuity and emergency scenarios.

The new portal is hosting other areas such as the submissions for Tax Rate Cards 2017 as a trial for future form based applications; an events area with details of our branch events and links to webinars, and some other applications that provide

automation functionality replacing some manual processes.

The start of 2017 will see a review of content structure on tax.org.uk and improvements with re-organisation and tagging of existing pages.

Chris Jones

Chair, Communications and
Brand Management Committee

Education

The Education Committee maintains a focus on the future development of the tax profession, ensuring that the educational aims of the Institute remain relevant. As well as providing support and encouragement for its students, the Committee is also responsible for promoting the study and understanding of tax for the benefit of the wider public.

At the end of 2016, there were over 3,800 students registered for the CTA qualification, representing an increase of 12% on student registrations compared to the previous year. In addition, there are over 700 new students registered for the ADIT qualification, more than a 30% increase compared to 2015.

The Education Committee has responsibility for several sub-committees and working parties, namely: ADIT Sub-Committee; ADIT Examination Sub-Committee; Grants Sub-Committee; Recognition of EU Professional Qualifications Sub-Committee; Fellowship Working Party; Examination Review Sub-Committee and the Student Training Conferences Working Party.

Membership of all of these is comprised of dedicated professionals, without whom this organisation would not be able to function and to whom I am grateful.

CTA Examination Review Sub-Committee

During the course of 2016, a root and branch review of the examination structure has been undertaken. A series of meetings have taken place and a number of key recommendations have been agreed regarding the future of the CTA examination structure. The concept of Awareness, Advisory and Application and Interaction will remain integral to the revised structure. It is anticipated that all the major recommendations will be made by Summer 2017 when the next steps will be to show the proposed new examination structure to Council and key stakeholders for their feedback.

Tax Pathway

In June 2016 the Tax Pathway was launched as a streamlined route to membership of both the ATT and the CIOT. The Tax Pathway enables students to become members of both bodies in less time, as the student selects either a third written ATT paper or the CTA Awareness paper, rather than having to complete both under the traditional, sequential routes. It also offers greater flexibility to firms and students, as there are no compulsory ATT written papers for Tax Pathway students.

New and existing ATT students who have passed two or fewer of the written papers are also able to transfer onto the Tax Pathway.

There are currently students from over 70 different employers signed up to this new route.

ADIT

ADIT continues to grow, and is an increasingly recognised qualification internationally. There are now more than 2,500 registered ADIT students. 590 individuals have now completed the qualification to date: 499 ADIT graduates and 91 International Tax Affiliates. My grateful thanks go to members of the ADIT Sub-Committee and the Chair Jim Robertson, to members of the ADIT Examination Sub-Committee

and the Chair David Salter, and to members of the ADIT Academic Board for their commitment to the success of the qualification over the course of the year.

2016 saw the first exams take place under the revised ADIT qualification structure, which enables students to select any two option papers alongside the mandatory Paper 1 exam.

ADIT was promoted in 2016 at the International Fiscal Association (IFA) Annual Congress in Madrid, Spain; the IFA Canada Branch Annual Conference in Montreal; the IFA USA Branch Annual Conference in Miami; the Irish Tax Institute Global Tax Policy Conference in Dublin; the Malta Institute of Management International Taxation Conference in St Julians; the NPF International Petroleum Tax Conference in Oslo, Norway; the South African Institute of Tax Practitioners Transfer Pricing Summit in Johannesburg; the Tax Executive Institute (TEI) Houston Chapter Tax School; the Taxutra Conclave in Gurgaon, India; and the ToMiVer BEPS Update Forum in Almaty, Kazakhstan. ADIT was also promoted at a number of tax conferences in the UK, and at both King's College London and Queen Mary University of London.

Support for tax academia

Tax academia plays a critical role in tax education, both in nurturing tax experts of the future and in furthering our understanding of the impacts of tax.

This year, the Institute issued its second call for research on the topic of "Property Taxation". This idea originated from the Grants Sub-Committee. Another independent applicant was awarded £18,000 over two years to conduct their research proposal "An Oral History of Tax Policy Making".

A contribution of £5,000 was made to the Tax Research Network (a network formed of active and would-be tax researchers and teachers) to assist with their annual conference and a request for funding for

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£1,300 for the inaugural annual Tax Policy Conference in April 2016 at the Centre for Tax Law at the University of Cambridge was also approved.

Supporting students

The Institute continues to help support its students, with one-day student training days being held in the spring and autumn. For the first time in the spring, the Institute also offered webinars as an alternative to the traditional face-to-face sessions. These have proven popular and are another option for students who either prefer to learn using this medium or are unable to get to the venues available for the face-to-face tuition. Webinars were also available in the autumn, with the Institute holding an Advanced Corporation Tax session for the first time.

Whatever the method of providing the teaching, the training days are always focussed on helping students to prepare for the examinations. I would like to thank the Student Training Conferences Working Party and all the lecturers from the tuition providers for their ongoing support.

A large amount of work continues to be done to promote tax as a career. Over 4,000 resources of brochures, flyers, freebies and so forth have been distributed to more than 25 schools, colleges, universities and careers events across the UK. Volunteer members and staff have presented at many of these events to talk about the CTA qualification and the vast array of career options available in our profession.

External relations

We have had over 50 meetings this year with employers in the accounting, legal and business and commerce sectors both in the UK and overseas. This represents a 50% increase compared to 2015 and our increased dialogue has been welcomed. The feedback from employers has been encouraging, with all constructive criticism offered being used to improve our educational offerings.

Fellowship

In 2016 one individual successfully presented a dissertation to the high standard required to achieve Fellowship.

A further 11 individuals have had their synopses approved in 2016, three of whom are not CIOT Associates.

Level 7 Trailblazer apprenticeship

The CIOT is part of the working groups that have been set up to discuss and draft an assessment plan for the new Level 7 Trailblazer apprenticeship for Accounting/Tax professionals. This plan has been submitted to the Department for Business, Energy & Industrial Strategy and the Institute expects the new apprenticeship route to be on offer in 2017.

Education team

Finally, I would like to extend my gratitude to the Education Team at our head office in Artillery House. They always give excellent, professional support and have dealt well with the increase in student numbers that we have seen in 2016.

Alexandra Galloway
Chair, Education Committee

Examination Committee

A CTA is regarded as having achieved the premier tax qualification as a result of having passed examinations that require students to demonstrate technical expertise both in breadth and depth, and an ability to apply that knowledge to practical situations. Students are also examined in Law and in Professional Responsibilities & Ethics. We are delighted that 652 students completed the exam requirements and became entitled to membership of the CIOT as a result of the 2016 examinations. It was very pleasing to see the highest number of CTA examination entries for the November 2016 session

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since 2011, surpassing the high entry of November 2015 and May 2016.

We hope that some of the successful candidates will go on to play an active role in the future of the CIOT, volunteering for whichever area of the Institute's work interests them most.

Committee structure

The Examination Committee is responsible for the running and administration of the CTA examinations. These examinations are run twice a year in May and November. The examinations in Law and Professional Responsibilities & Ethics are conducted via Computer Based Examinations which are available throughout the year at various test centres around the UK.

The work of the Institute's Education Team is overseen jointly by the Education Committee and the Examination Committee and their various Sub-Committees and Working Parties.

All of these comprise of highly committed and enthusiastic individuals without whom this organisation would not function and to whom I express my sincere thanks. Thanks are also, as ever, due to the large group of examiners ably led by the Chief Examiner, Nick Lloyd. I would also like to express my gratitude to Alexandra Galloway, former Chair of Education Committee.

Joint Programme with the ICAEW and CIOT

2016 saw the fifth and sixth sittings of the Joint Programme Advisory paper, Taxation of Major Corporates. This paper has been developed with the ICAEW and CIOT in order that students may obtain both the ACA (ICAEW) and CTA (CIOT) qualifications simultaneously. In July 2016, 33 candidates attempted the paper with a pass rate of 73%. The November 2016 session saw a record number of examination entries (109) with the final number of students sitting the paper at 98. Student registrations for the Joint Programme have been

encouraging, in particular since the launch of the Owner-Managed Businesses route.

During the course of 2016, 67 students completed both qualifications and thus successfully completed the ACA CTA Joint Programme.

New exam in Human Capital Taxes

During 2016, in response to growing demand and in consultation with some employers, work on introducing a new paper to the CTA examination structure was concluded. Human Capital Taxes will be available as an Advisory paper and Application and Interaction case study for the first time from the May 2017 examinations. The syllabus and sample question papers and answers were made available in 2016.

Computer Based Examinations

Professional Responsibilities & Ethics and Law

We were pleased to see an increase in the pass rates for these examinations during the course of 2016, following the changes made to the structure of the examinations and the question banks after the switch from E-Assessments in March 2016.

Scanning project and online marking project

The purpose of this project, as overseen by the Committee, is to modernise the exam script transport process and enhance the security of the scripts. There was a trial at the May 2016 examination session with positive feedback. The trial was extended in the November 2016 examination session with all relevant scripts being successfully scanned and sent to each examiner for marking. The Advisory paper examiners benefitted from not having to swap scripts mid-marking as all examiners were sent the complete reprinted script which increased the integrity and security of the scripts and saved money on courier costs. The plan for the

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May 2017 examination session is to have a full roll-out of scanning all scripts.

The next phase in this project is to work to create an online marking platform.

Tax Pathway

During the course of 2016 the Tax Pathway was launched, as mentioned in the Education Section of this Annual Report. November 2016 was the first examination session where students could sit an ATT or CTA paper as part of the Tax Pathway and we were delighted that 73 Tax Pathway students did so.

Finally, the Education Team continues to cope with the demanding pressures of the examination administration as well as the large numbers who enter for each examination session. 2016 saw the greatest number of exam entries ever for the CTA and ADIT examinations. The team comprises: Rosalind Baxter, Jude Maidment, Andy Brodrick, Lisa Roberts, Gavin Thai-Low, Rory Clarke, Rhiannon Pardoe, Zeena Patel, Reena Jheeta, Louise Liscott and Elisha Seymour. I am very grateful to all of them for their extremely hard and dedicated work.

John Preston

Chair, Examination Committee

Examination Prizes

The Chartered Tax Adviser Examination – May 2016

The Institute Medal for the best overall performance attempting the Awareness Paper and two Advisory Papers (all at the same sitting).

Rosemary Sarah Ibbotson (*Deloitte, Cardiff*)

The Gilbert Burr Medal for the Advisory Paper on Taxation of Owner-Managed Businesses.

Charlotte Anne Huntley (*Armstrong Watson, Skipton*)

The Spofforth Medal for the Advisory Paper on Inheritance Tax, Trusts & Estates.

Emma Florentin-Lee (*London*)

The Ronald Ison Medal for the Advisory Paper on Taxation of Individuals.

Edward Andrew Symons (*Walker Moyle Chartered Accountants, Penzance*)

The Wreford Voge Medal for the Advisory Paper on VAT on Cross-Border Transactions & Customs Duties.

Carrie Cashelle Hendrickson (*Grant Thornton UK LLP, London*)

The John Wood Medal for the Advisory Paper on Advanced Corporation Tax.

Rosemary Sarah Ibbotson (*Deloitte, Cardiff*) and
Nandeesh Jyotin Mehta (*Harrow*)

The Ian Walker Medal for the Awareness Paper.

Aaron Lee Hess (*Moore Stephens, London*)

The Avery Jones Medal for the Application and Interaction Paper.

Daniel Wilks (*Grant Thornton UK LLP, Manchester*)

The LexisNexis Prize for the highest total marks in two Advisory Papers (taken at the same sitting).

Edward Andrew Symons (*Walker Moyle Chartered Accountants, Penzance*)

The Wolters Kluwer Prize for the highest distinction mark.

Emma Florentin-Lee (*London*)

The Chartered Tax Adviser Examination – November 2016

The Institute Medal for the best overall performance attempting the Awareness Paper and two Advisory Papers (all at the same sitting).

Thomas Acland (*Kingston Smith LLP, London*)

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The Gilbert Burr Medal for the highest mark in the Advisory Paper on Taxation of Owner-Managed Businesses.

Mohammad Qasim Javid (*Broomfield & Alexander, Cardiff*)

The Spofforth Medal for the highest mark in the Advisory Paper on Inheritance Tax, Trusts & Estates.

Natasha Faye Warren (*Rickard Luckin Ltd, Chelmsford*)

The Ronald Ison Medal for the highest mark in the Advisory Paper on Taxation of Individuals.

Andrew John Laurie (*Hall Morrice, Aberdeen*)

The John Wood Medal for the highest mark in the Advisory Paper on Advanced Corporation Tax.

Hannah Barraclough (*Grant Thornton UK LLP, Leeds*)

The Ian Walker Medal for the highest mark in the Awareness Paper.

Edward Andrew Symons (*Walker Moyle Chartered Accountants, Penzance*)

The Avery Jones Medal for the highest mark in the Application and Interaction Paper.

Jessica Helen King (*Burges Salmon, Bristol*)

The LexisNexis Prize for the highest total marks in two Advisory Papers (taken at the same sitting).

Mohammad Qasim Javid (*Broomfield & Alexander, Cardiff*)

The Wolters Kluwer Prize for the highest distinction mark.

Hannah Barraclough (*Grant Thornton UK LLP, Leeds*)

The Advanced Diploma in International Taxation – June 2016

The Heather Self Medal for the highest marks in Paper 1 – Principles of International Taxation.

John Woods of London, United Kingdom who is employed by *British American Tobacco*.

The Raymond Kelly Medal for the highest marks in Paper 2 – Advanced International Taxation (Jurisdiction).

Richard Ian Harries of Selby, United Kingdom, who is employed by *Deloitte* in Leeds and sat the United Kingdom option.

The International Fiscal Association Prize for the highest marks in Paper 2 – Advanced International Taxation (Jurisdiction).

Vasileios Kouris of Geneva, Switzerland, who is employed by *Proctor & Gamble* in Petit Lancy and sat the United States option.

The Worshipful Company of Tax Advisers Medal

for the highest marks in Paper 3 – Advanced International Taxation (Thematic).

Dorcus Tucungwirwe of Kampala, Uganda, and sat the Upstream Oil and Gas option .

The Wolters Kluwer Prize for the highest marks in Paper 3 – Advanced International Taxation (Thematic).

Heidi Gemma Julianna Todd of Fareham, United Kingdom, who is employed by *Zurich Financial Services* and sat the Transfer Pricing option.

The Advanced Diploma in International Taxation – December 2016

The Heather Self Medal for the highest marks in Paper 1 – Principles of International Taxation.

Naomi Beth Wells, who is employed by *Wilkins Kennedy* in London.

The Raymond Kelly Medal for the highest marks in Paper 2 – Advanced International Taxation (Jurisdiction).

Fred Hill, who is employed by *EY* in London and sat the United Kingdom option.

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The Worshipful Company of Tax Advisers Medal

for the highest marks in Paper 3 – Advanced International Taxation (Thematic).

Erlantz Carus, who is employed by *Deloitte* in London and sat the EU Direct Tax option.

The Wolters Kluwer Prize for the highest marks in Paper 3 – Advanced International Taxation (Thematic).

Syed Emmad Ali Shah, who is employed by *PwC* in Doha, Qatar, and sat the Transfer Pricing option.

Low Incomes Tax Reform Group

The remit of the Low Incomes Tax Reform Group (LITRG) is:

“To target for help and information those least able in the community to afford tax advice and make a real difference to their understanding of taxation and to work to make the tax system more friendly to their needs.”

We do this by providing, through our websites, information to the general public on the tax and tax credit systems, expressed in everyday language, and by providing a voice for the unrepresented, low-income taxpayer in the formulation of tax law, policy and administration.

The number of visitors to our websites increased significantly when HMRC’s departmental site was replaced by GOV.UK, and has grown steadily since, reaching some 3 million in 2016. Clearly there is a need for information on tax, national insurance and tax credits that is accurate, comprehensive and comprehensible, and our aim is to be the premier such source in the UK. Particularly useful features include the payroll tool for care and support employers, the pages on the transition from tax credits to universal credit on revenuebenefits.org.uk including our new web tool to track the roll-out of universal credit by postcode, and the section for Scottish taxpayers on the main LITRG site. Our site

for students has also maintained strong viewing figures throughout the year.

As many of those whom we aim to serve are digitally excluded, we also publish short, attractively produced guides and factsheets which can be downloaded and printed off. Some of them have become very popular, such as the one on taxation and bereavement which is widely used by register offices, and one on the complex new allowances for personal savings and dividends.

Our views are often sought by opinion-formers and policy makers. In January we were asked to give evidence alongside TaxAid by the House of Lords committee inquiring into the clauses on savings income in the finance bill; we assisted the Office of Tax Simplification with their enquiry into NIC and income tax alignment by providing worked examples for their report; our evidence to the Work and Pensions Committee on the HMRC and Concentrix debacle was extensively quoted in the Committee’s report in November. We have also been asked to appear on radio and television programmes, which are excellent opportunities to present our work to wider audiences; while senior technical manager Victoria Todd’s appointment in July to the Social Security Advisory Committee, the statutory body which monitors DWP regulations and also tax credits, is huge testament to the high regard in which she and our work in that field are held.

We are proactive in contributing to tax policy making. In February we had round table discussions on whether tax education can solve the problems of the hidden economy, and the taxation of couples based on our 2015 report. But our main piece of original work was the report *Digital services for taxpayers – effectiveness and engagement*, published at the end of November. In that document we drew on a range of evidence, including qualitative surveys by TaxAid and Tax Help for Older People, to ascertain whether government digital services such as GOV.UK, Verify and HMRC’s digital tax accounts meet the needs of people who are

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willing and able to use digital services but lack skills, access, motivation or trust, and those who are digitally excluded. Congratulations to our two HMRC secondees, Ady Garrett and Anne Newbon, for their hard work and skill in compiling that report, which complemented our responses to the six consultation documents on Making Tax Digital (MTD) issued in August.

It is particularly gratifying when we are able to achieve something worthwhile – a change in the way the tax system works that benefits the low-income unrepresented taxpayer. Two of our volunteers, Martin Hodgson and Paddy Millard, persuaded the authorities in Northern Ireland to adopt Tell Us Once (TUO) so that bereaved individuals only have to notify a death once for tax, tax credits, benefits and other official purposes. We have also secured improvements to the new childcare calculator that is intended to show whether people should take tax-free childcare vouchers or childcare support through tax credits.

A less noticeable, but equally necessary, achievement might be to prevent something happening that would be to the detriment of our constituency – for instance, we successfully opposed a plan to confine the explanation of the PAYE code to the personal tax account so that only those with online access would have been able to interpret it. And as MTD looms, we take some comfort from our role in obtaining legal protection through the tribunal system for those whose human rights would be breached by being compelled to go online – older people, those with certain disabilities, those living in remote areas, and others whom HMRC now agree should be exempt from mandatory digital record-keeping and quarterly reporting.

This is my last annual report as Chairman, a position I have held since May 2012. I finally step down at the AGM in May 2017. It has been a huge privilege to have worked closely with some truly outstanding people. Robin Williamson, the technical director of LITRG, and the totally committed team of staff and

volunteers are first class and always very supportive. I have learnt a lot and owe them all a great debt. How very fortunate to have had such a wonderful opportunity to play a part in helping to shape and grow LITRG. Finally, I wish my successor, Anne Fairpo all the best in grappling with the many challenges ahead.

Anthony Thomas

Chair, Low Incomes Tax Reform Group

Professional Standards

Under the Royal Charter the CIOT undertakes to

“promote the sound administration of the law for the public benefit by promoting and enforcing standards of professional conduct amongst those engaged in the provision of advice and services in relation to taxation and monitoring and supervising their compliance with money laundering legislation”.

The joint Professional Standards Committee plays a key role in helping the CIOT meet this objective.

Professional Standards

One of the main functions of the Professional Standards committee is to provide guidance for members. This not only helps members in their work as tax professionals but also gives clients, the general public and government confidence that their adviser observes the high technical and ethical standards expected of a Chartered Tax Adviser.

This year saw the release of:

Professional Conduct in relation to Taxation (PCRT)

A new edition of PCRT took effect from 1 March 2017. This contains a new set of five standards that members must observe when advising on UK tax planning, including a requirement that: *“Members must not create, encourage or promote tax planning*

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arrangements or structures that, i) set out to achieve results that are contrary to the clear intention of Parliament in enacting relevant legislation and/or ii) are highly artificial or highly contrived and seek to exploit shortcomings within the relevant legislation.” The four other requirements are that the planning must be client specific; wholly lawful; disclosure to HMRC must fairly represent all relevant facts; and members must exercise their professional judgment and keep appropriate documentation.

PCRT is regularly reviewed and updated to ensure that it reflects current legislation and standards. This latest update (the seventh since PCRT was first published in 1995) recognises that public interest concerns about behaviours in relation to tax planning have evolved significantly in recent years. These concerns were highlighted in the Government’s challenge to the profession on 19 March 2015 to *“take on a greater lead and responsibility in setting and enforcing clear professional standards around the facilitation and promotion of avoidance”*.

In response to the new PCRT, Jane Ellison, Financial Secretary to the Treasury, said *“I have been impressed with the commitment demonstrated by all seven PCRT professional bodies, both to good tax compliance and to responsible tax planning”*.

Engagement letters

Engagement letters are a valuable means of protecting both the client’s and the member’s position. Properly drafted they set out the scope, the respective responsibilities for both member and client and the basis for charging thereby minimising the risk of disagreement. CIOT worked with ATT, AAT, ACCA and STEP to produce updated guidance which includes new material on auto enrolment and the cancellation of contracts legislation.

Continuing Professional Development (CPD)

November saw the launch of a new approach to CPD. For 2017 onwards the CIOT is encouraging members to focus on the outcomes of their CPD rather than simply on the number of hours spent doing it. By adopting this approach, CIOT and ATT are in line with many other leading professional bodies. Members will need to set out what learning they need to carry out their role effectively and what benefits they have derived from the CPD. They will be responsible for deciding how many hours of CPD they feel is necessary. The CIOT will continue to carry out random checks requiring some members to send in their CPD records for scrutiny. For the first time too, any member who holds themselves out to the public as a CTA, regardless of whether they are working in tax, will have to consider their CPD needs.

Powers of Attorney

Some very useful guidance on Powers of Attorney was issued in conjunction with Geldards which includes information on acting for a client who has an attorney acting for them and on being asked to act as an attorney.

Anti-Money Laundering (AML)

Another essential function of Professional Standards is to oversee the supervision of members registered with CIOT for AML purposes. In addition to the AML compliance visits carried out by the professional staff, the CIOT is represented at the AML Supervisors Forum. The CIOT has been closely involved in the UK’s preparations for its peer review of its AML policies and procedures by the international Financial Action Task Force in early 2018. It has also contributed to the discussions on the 4th Money Laundering Directive which will come in to force in June 2017.

Confédération Fiscale Européenne (CFE)

The CIOT's representatives play an active part in the CFE's Professional Affairs Committee, contributing to consultations and information requests on a wide ranging selection of topics from anti-money laundering through to regulation of the profession, the best way to tackle avoidance and whether there should be a mandatory European code of conduct for all tax advisers. Participation in the CFE is a useful means of keeping the CIOT abreast of developments in the tax profession in our European neighbours.

Thank you

Finally I would like to thank the hard working and committee volunteers who help to make the role of chair of the Committee so enjoyable. We are very fortunate to have access to such a depth of experience, knowledge, intellect and good humour.

Tracy Easman

Chair, Professional Standards

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Staff and Volunteers

The Council recognise that building and developing skills, competencies, teamwork and motivation of employees is key to achieving the CIOT's charitable aims.

The CIOT's employees are responsible for providing efficient and effective support to all Committees and the commitment and positive support of volunteers is crucial to the Institute's success. All staff, except the Chief Executive who is employed by the Institute, are jointly employed by the Institute and its connected charity, the Association of Taxation Technicians (registered charity In England & Wales number 803480). The average number of employees in a mix of full-time and part-time roles in the year was 80 (2015- 80).

Institute members and students are encouraged to become involved in Institute activities and there are over 700 unpaid volunteers on Council, Committees, Sub-Committees, Branches and Working Parties (see pages 72-79). The Institute is grateful not only for their generous input but also to their firms who may ultimately bear the financial cost. It is estimated that over 37,500 volunteer hours were provided during the year. In addition, office space and utilities have been donated for meetings by other organisations. Staff seconded to the Institute from HMRC contributed an estimated 4,000 hours in the year. The value to be placed on these resources cannot be reasonably quantified and measured and is not therefore recognised in the statement of financial activities.

Health and Safety

The nature of the Institute's activities means that employees and volunteers do not encounter many hazards in the workplace. However, safety receives regular management attention and a general policy statement of health and safety at work is included in the Employee 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.

Equality and Diversity

The Institute is committed to providing equal opportunities to job applicants, staff, students and volunteers regardless of sex, sexual orientation, marital status, age, race, ethnic origin, religion or belief or disability. The Institute seeks to conduct all its activities in compliance with this principle and in full adherence to all applicable laws prohibiting discrimination in employment or service provision and develop and maintain a diverse workforce of staff and volunteers at all levels within the Institute. All new employees undergo diversity training as part of their induction.

Recycling

The total amount of paper recycled by the Institute's office in 2016 was 7,000kgs which equates to 80 trees.

Organisations Relevant to the Institute

Taxation Disciplinary Board – Enforcing Standards

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

Public interest

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

Structure of TDB

Overall responsibility for the administration of the TDS rests with the Directors of the Board of the TDB. The Chairman of the Board is a joint appointee of the CIOT and the ATT. Des Hudson, the former Chief Executive of the Law Society, was appointed as the Chairman in November 2009. The other two Directors, John Dewhurst and Larry Darby, are individual appointments of the two participating bodies. In order to enhance further the independence of the TDB, during this year the TDS has been amended such that 2017 will see the appointment, by the TDB itself, of two additional lay directors. The committees and tribunals appointed by the Board are drawn from panels of lay persons, including lawyers (who are not tax professionals), and professional members who have no current involvement with the standards setting of the two participants. All are appointed through a process of open recruitment. The Board employs a part-time Executive Director, Peter Douglas, who has day to day responsibility for the processing of complaints and the smooth running of the Board, and a part time Clerk to the Disciplinary Tribunal, Nigel Bremner, responsible for the organising and conduct of the disciplinary hearings.

Complaints and disciplinary procedures

Under the TDS, the TDB deals with complaints alleging breaches of professional standards and guidance (as set out in the Professional Rules and Practice Guidelines of the CIOT and ATT), the provision of inadequate professional service, and conduct unbecoming a professional person. The initial handling of complaints is carried out by the Executive Director, who may reject a complaint if it appears frivolous, vexatious, more than a year old (from 2017, two years old) or outside the jurisdiction of the TDS, subject to a right of appeal to an independent assessor. If the complaint involves a breach of the participants' administrative rules, the TDB may impose a limited financial penalty, but

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a member who objects is entitled to request a full hearing by a Disciplinary Tribunal.

The majority of valid complaints are referred to an Investigation Committee (IC) to consider whether there is a prima facie case to answer. If the IC decides that a prima facie case has not been made out or that the matter is too minor to warrant referral to a Disciplinary Tribunal, the complainant has a right of appeal to an Assessor, who may reject the appeal or require a new IC to reconsider it. All other cases are referred to a Disciplinary Tribunal.

If the public interest appears to require more urgent action, for example where a case alleges criminal behaviour or dishonesty but where the complexity of the case requires a full and lengthy investigation of all the issues, the TDB has in place powers to impose an interim order. Although it has not yet proved necessary to use such powers, they allow the TDB to take urgent action in a case where the IC has found that there is prima facie evidence and considers that the member poses a risk to the public such that it is in the public interest or necessary for the protection of the public to suspend his membership of the ATT or CIOT, pending the full hearing of disciplinary charges by a Disciplinary Tribunal.

The Disciplinary Tribunal is composed of three members, who include a legally qualified chairman, a lay member and a professional member. The Disciplinary Tribunal hears the evidence and listens to any witnesses. If the Tribunal finds the case against the member proven, it may impose a relevant sanction, ranging from a warning through to expulsion. It will normally award costs against a defendant against whom it has made a finding and order that its finding be published. Following a finding by a Disciplinary Tribunal, both the defendant and the TDB may seek to appeal. If the appeal meets the specified criteria, the case will go to an Appeal Tribunal, which has a similar composition to a Disciplinary Tribunal.

Recent changes

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

The TDB has also entered into an MOU with HMRC whereby clarity has been achieved with HMRC as to the methods of working and authority of the TDB such that HMRC may in the future feel enabled to make complaints to TDB on exactly the same footing as every other category of complainant.

As referred to above, the Articles of Association of the TDB Ltd, and the TDS have been amended during the year to enable the TDB to appoint two additional lay directors in order to further enhance the independence of its regulatory and disciplinary function, and to extend the term of office of the present Chairman by up to four years.

Cases dealt with in 2016

The Scheme provides for the fair and independent investigation of every complaint referred to the Board and fair treatment for any member against whom a complaint is made. During 2016 the Board received 26 new complaints (22 relating to CIOT members) and dealt with 8 of the 9 complaints outstanding from 2014 and 2015. Of this total of 35 complaints, 4 cases arose from the failure of members to submit the required AML returns (2 involving CIOT members). There is no discernible trend in the type of complaint referred to the TDB, they range from failure to deal with correspondence to conduct unbecoming a professional person.

During the year the IC considered 8 complaints (6 involving CIOT members), whilst 1 was dealt with by a financial penalty (CIOT member). Of the remaining 26, 4 fell outside the scope of the TDB regulations, 10 were withdrawn (8 involving CIOT members) or

not pursued by the complainant, whilst 12 cases were still under investigation at the end of the year (11 involving CIOT members). Of the 12, the three oldest are cases notified by, and being investigated by, ICAEW, and 8 were complaints made within the last three months.

During 2016, 12 cases were heard by Disciplinary Tribunals (6 involving CIOT members) over 9 days of hearings, whilst a further 3 cases, 2 involving CIOT members and one involving an ATT member, were outstanding at the end of the year. Findings were made against all except one of the defendants, none of whom sought to appeal.

There was one appeal against a Disciplinary Tribunal decision republication, which was rejected.

Peter Douglas

Executive Director

Taxation Disciplinary Board

Confédération Fiscale Européenne (CFE)

CFE was founded in 1959 to represent the interests of professional tax advisory bodies throughout Europe. Together with the Tax Faculty of ICAEW, the CIOT represents the UK at the CFE.

The key objectives of the CFE are to promote the interests of tax professionals, to exchange information about national tax law and practice, to contribute to the development of tax law at a European level by interaction both with the European Commission and the OECD and to maintain relations with any relevant authority where there is an international issue at stake.

Where this may be with a national European authority such connection will be through the relevant member associations.

With Brexit, implementation of post BEPS programmes, public and state hostility to tax

avoidance and corporate planning, 2016 was a very active year for CFE.

There were two General Assemblies, in Brussels and Warsaw. The Spring Forum in Brussels, CFE showcase event, addressed the issue of Rebuilding International Taxation – How To Square the Circle, and the Autumn PAC Conference in Ljubljana covered the pressing issue of the role tax advisers can play in fighting tax avoidance. Given the attendance of the Commission, OECD and State representatives, this proved to be an important international conference which provoked instant social media attention.

Over the year the major item of technical involvement continued to be development of programmes to implement aspects of BEPS and issues centred on avoidance. CFE has been forefront in its contribution to this seen in the many and specific commentaries on BEPS actions included in the publications issued during the year.

The two committees of CFE, Fiscal and Professional Affairs continued their work examining and making representations on key fiscal proposals, maintaining dialogue with the Commission, OECD and UN Fiscal Committee and issuing informed commentary on major CJEU tax case decisions through the CJEU Task Force.

With its strong work ethic, CFE maintained its position as the preeminent European Tax body and the primary point of consultation for the Commission and OECD tax executives on matters of tax law and practice. More detailed information in respect of the commentaries, releases and in many instances pdf downloads may be found on the CFE website www.cfe-eutax.org.

CFE is represented directly on the EU VAT Forum, the VAT Expert Group of the EU VAT and Customs Union and the EU Platform for Tax Good Governance. With the definitive version of the Taxpayer Charter, printed and available through

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IBFD being released at the Spring Forum, it was a pleasure to see, at last the Commission releasing its Taxpayer Code, a guidance document in respect of which we had provided much input and assistance.

The CIOT is represented on the CFE General Assembly by Gary Ashford, Peter Fanning and Anthony Thomas. On the Fiscal Committee, for most of the year Rupert Shiers, John Voyez and Jeremy Woolf were our representatives. From 1 January 2017 Jeremy becomes the chair of the indirect tax subcommittee and continues as the alternate member of the EU VAT Expert Group. John Roberts, Heather Brehcist and Gary Ashford are the CIOT representatives on the Professional Affairs Committee.

CIOT is one of the key members of CFE and its members have been and are strongly involved in all its activities. Ian Hayes, a CIOT Council member sits on the Executive Board as the elected First Vice President, and, with the New Board is active in improving its efficiency and relevance to Member Organisations.

The CFE's Forum 2017 will take place on 30 March 2017 in Brussels. This year's CFE Forum will review the concept of permanent establishment post-BEPS, with specific focus on fixed establishment for VAT purposes. Full details are on the website www.cfe-eutax.org.

The Worshipful Company of Tax Advisers

Founded as a City Guild in 1995 by some leading members of the Institute, the Worshipful Company of Tax Advisers (WCTA) became the 107th of the City of London in 2005 and was granted a Royal Charter in 2009.

Members are all current or former tax advisers (including Chartered Tax Advisers), accountants, lawyers and tax officials.

WCTA's primary aims are to:

- enhance the standing of the profession of tax adviser in the City of London;
- support the Lord Mayor and the City of London Corporation;
- support and fund charitable and benevolent causes; and
- promote fellowship among tax advisers.

WCTA is the corporate trustee of The Tax Advisers Benevolent Fund (registered charity 1049658) of which details are given below and The Tax Advisers Charitable Trust (registered charity 1064392) which supports a variety of charities including tax charities.

Enquiries regarding membership of the Worshipful Company of Tax Advisers should be addressed to The Clerk, 191 West End Road, Ruislip, HA4 6LD or clerk@taxadvisers.org.uk

Website: www.taxadvisers.org.uk

The Tax Advisers' Benevolent Fund

The Tax Advisers' Benevolent Fund (TABF) has been providing financial assistance and advice to CIOT and ATT Members and former Members and their dependants in need since it was established in 1995. TABF also provides grants for CIOT and ATT students who can demonstrate a need for financial assistance towards training to become Chartered Tax Advisers and Taxation Technicians and a commitment to undertake a course of preparation to sit the exams. In the year TABF dealt with 37 enquiries from members and students about financial assistance or advice because of illness, family problems or unemployment.

TABF is entirely dependent on donations and volunteer administration and members can help TABF to achieve its charitable objects by:

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- making members and students aware of our existence and the work we do;
- making a one-off or regular donation by gift aid, cheque, online by BT MyDonate, or bank transfer;
- leaving a legacy; and
- becoming a volunteer.

Enquiries regarding support for the charities and applications for assistance from the Benevolent Fund should be addressed to the Almoner, Tax Advisers Benevolent Fund at 1st Floor, Artillery House, 11-19 Artillery Row, London SW1P 1RT or almoner@tabf.org.uk

Tax Volunteers (Tax Help)

In June 2016 the role of CEO was shared with Tax Aid (UK) in order to provide further opportunities for efficiencies through closer working with the two charities.

Older people face many challenges in their later lives and it is often a time of major transitions, such as retirement, failing health or reduced mental faculties and mobility and, sadly, bereavement. Dealing with the demands of an increasingly complex, opaque and remote tax system against this background often creates confusion and distress.

The Tax Help service is delivered through a central team of tax advisers who take calls and enquiries and follow them through to resolution either from the Bridport head office, or a UK-wide network of some 450 tax volunteers recruited from the professional tax sector who visit clients at their homes, or see them at a convenient local centre.

In addition, Tax Help offers constructive consultation with HMRC on a wide range of issues and tax education activities which includes training sessions and public events on planning for retirement.

Enquiries regarding support for the charity should be addressed to The Chief Executive, Tax Volunteers, Pineapple Business Park, Salway Ash, Bridport, Dorset DT1 1UT.

Website: www.taxvol.org.uk

TaxAid UK

TaxAid UK is totally independent of the Institute and was incorporated on 21 May 1997 (registered charity no. 1062852). It aims to resolve tax problems that people on low incomes cannot solve alone through a national helpline and through face to face services in London and major cities in England. The charity's website is designed to make tax comprehensible for those tax payers on low incomes who struggle to understand their obligations under the tax system.

TaxAid trains front-line money and debt advisers in the voluntary sector and supports them via a dedicated helpline. It also meets with Government and HMRC formally and informally at consultations about tax issues which affect low income earners.

Enquiries regarding support for the charity should be addressed to Chief Executive, TaxAid, Room 304, Linton House, 164-180 Union Street, London SE1 0LH.

Website: www.taxaid.org.uk

Bridge the Gap – 'The tax profession's safety net'

In 2015 Tax Volunteers and TaxAid launched a joint campaign to raise £250,000 a year for the next five years with the objective of helping thousands of people who can't afford to pay for tax advice to:

- have their tax affairs brought up to date and resolved fairly;

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- pay only the right amount of tax, sometimes avoiding life changing outcomes (such as bankruptcy based on estimated figures); and
- understand how to manage their tax affairs in the future.

In order to raise such a sum each year strategic plans are in place which include appealing for major donations from individual donors, fundraising events and corporate activities and appeals to non-tax related organisations and members of professional bodies.

Enquiries regarding support for this joint initiative should be addressed to Bridge the Gap, Room 304, Linton House, 164-180 Union Street, London SE1 0LH.

Website: www.bridge-the-gap.org.uk

The Finance & General Purposes Committee (F&GPC)

The CIOT, as a charity delivering public benefit and operating as a professional membership body supporting its members, requires well managed resources and systems to deliver these objectives. The F&GPC is a delegated committee of the CIOT Council, chaired by the Treasurer, with a remit to ensure that this objective is met. It advises the Executive and reports to Council on all matters relating to financial policy and financial arrangements and on matters relating to the operating resources including IT, HR and property.

2016 Results

I am pleased to report an encouraging result for the year. The Institute achieved a net income of £88,000 after taking into account movement on investments, resulting in reserves held of £6,568,000. Total income amounted to £7,541,000, an increase over 2015 of 1.0%. Income continues to be generated primarily from Membership subscriptions of £4,709,000 (2015: £4,705,000) and Student registrations and examination fees of £1,407,000 (2015: £1,343,000).

Total expenditure amounted to £7,583,000, an increase over 2015 of 2.0%. The Institute continues to share staff and other back office resources with The Association of Taxation Technicians (ATT) which enables both organisations to benefit from economies of scale. Overheads continue to be strictly controlled and monitored against budgets which have been scrutinised carefully by F&GPC before approval. Apart from general inflationary increases in costs the main expenditure increases in recent years have occurred in IT, including the development of new IT systems to improve operational support and the transfer of our website to a new host.

Costs continued to be closely controlled throughout the year, which resulted in a small surplus in line with the approved budget.

General Funds brought forward at January 1, 2016 have been reduced by a Prior Year Adjustment of £34,000, correcting the over-statement of General Funds at December 31, 2014 and 2015.

Investments

The CIOT investment portfolio showed a small increase over the year, despite market volatility following the Brexit and US election results, with net gains of £130,000. The F&GPC considers investment performance at each meeting and holds regular discussions with the portfolio managers, Cornelian, and the strategic investment advisers, LJ Athene.

The Institute's primary reason for investing is to ensure that sufficient funds are available to meet the required levels of reserves, to seek capital growth in those funds and for those funds to provide a source of income to contribute towards the costs of its charitable activities.

The Institute's powers of investment are set out in the Royal Charter which states that: monies of the Institute not immediately required for any of its objects may be invested in such manner as may be prescribed by the Byelaws. The Byelaws state that the Council may invest any monies belonging to or held by the Institute in such stocks, funds or securities as the Council shall from time to time think fit anywhere in the world, subject to the provisions of the law relating to investment by Trustees. The Council has assessed the risks involved in the activities of the Institute and has adopted a low risk policy for its shorter term investments and low/medium risk for its longer term investments under independent professional management.

Regular reviews of the invested funds are carried out to ensure they are adequate to meet the obligations identified in the Institute's strategic development

Annual Report of Council

plan. Despite the increased volatility noted above, as advised by the Institute's Portfolio Managers and Investment Advisers no changes were made to investment strategy during the year.

Council has not placed any restrictions on investments for environmental or ethical reasons but has determined that no direct investment in commercial property is to be made although investments in collective funds holding commercial property is permissible.

The F&GPC also considers the CIOT reserve holdings of term deposits and the gilt portfolio.

Reserves

The Trustees regularly review the charity's needs for reserves in line with the guidance issued by the Charity Commission and assess the risks involved in the activities of the Institute. They agreed that the purpose of its reserves policy should be to:

- provide financial stability and the means for the development of the Institute's principal activity; and
- retain a sufficient level of net current assets or other readily realisable fixed asset investments.

The Trustees also agreed that the target for reserves at December 31, 2016 should be £8,898,000, comprising the following:

- twelve months' running costs, to provide financial stability so that the Institute can run efficiently and meet its future commitments for a reasonable period in the event of adverse operating conditions. ; and
- two designated funds providing cover over specific projects, as follows:

Disciplinary Procedures Fund

a fund to cover the unpredictable future costs of investigations and disciplinary hearings by the Taxation Disciplinary Board; and

Property Fund

a sum to be set aside each year up to 2024 to build up a property fund on expiry of the current lease and to cover the depreciation charge arising in future years on the capitalised expenditure incurred on the move to Artillery House. Further details are given on page 68.

Trustees keep the Institute's overall financial position under regular review through F&GPC and Officers Group and retain the power to reallocate these designated funds within unrestricted funds, unless and until, expended.

Branches

The CIOT/ATT Branches have had a reasonable year financially with a consolidated net surplus of £64,000 before central costs. Branches have continued their important role for members and have attracted good delegate numbers at their meetings, assisted by staff at Head Office. We are continually reviewing the logistical support provided to branches and it is planned that the new CRM and Finance systems (see IT below) will provide the platform for this.

Controls

Controls and systems are reviewed regularly by CIOT management and are updated as necessary, in agreement with the Audit Committee, so as to ensure optimal support, control and best practice are achieved.

An example of this is the comprehensive review of the Cascade HR system that was undertaken by internal auditors during the year.

IT

The IT infrastructure and software constantly need to be kept up-to-date to meet members' and students' requirements and expectations. A number of infrastructure improvements have been made as a result of an independent review carried out in the first quarter of the year. The CIOT strategic goal continues to be the eventual replacement of legacy systems and good progress was made in the year on our current plans to install a new CRM (Customer Relationship Management) and Finance system by the end of 2018.

F&GPC recognises that IT expenditure is a significant cost in any organisation and that it is essential for CIOT's future development. The F&GPC considers the development programme for IT based systems and the strengthening of the in-house IT team, and monitors the related budgets, costs and progress to update the relevant systems.

HR

Staffing has been stable during the year. There has been investment in staff and management development to improve the Annual Appraisal Process so as to ensure that staff achieve personal and departmental KPOs which are aligned with those of the organisation.

Restricted Funds

Restricted Funds comprise income and expenditure in connection with the Low Incomes Tax Reform Group (LITRG) operated by the Institute. During the year, HMRC withdrew the larger part of its grant funding for LITRG with the result that, once Restricted Funds are exhausted during 2017, the Institute will in future be supporting most of the cost of running LITRG. Council consider LITRG to be a fundamental part of the Institute's charitable activities and accordingly considered it appropriate that this expenditure is in future absorbed within

General Funds, although representations continue to be made to HMRC to fully restore their grant.

Charity Commission

The F&GPC regularly considers the implications for CIOT of new recommendations and guidance issued by the Charity Commission. In line with best practice, the management team carried out a competitive external audit tender during the year resulting in the appointment of Buzzacott LLP as auditor to the Institute.

The Future

Due to the encouraging increase in Membership and Examinations in 2016, accompanied by an anticipated increase in IT expenditure to replace legacy IT systems, the Institute continues to be prudent when preparing its budgets, anticipating a small operating surplus for the year 2017.

We continue to look forward to 2017 with the usual cautious optimism.

Thank you

As always, I should like to record my sincere thanks to the other members of the committee for their unwavering commitment and support, and to thank Paul Davies, Director of Finance and Operations, and Harriet Archer, Head of Finance, together with their staff for their hard work and valued contribution.

I would also like to thank Anthony Thomas, both personally and on behalf of the Committee, for his tremendous contribution and valued advice, and to wish him all the very best when he retires from Council at the AGM in May 2017.

Gill Evans
Treasurer

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Plans for the future

The CIOT's ambitions are that:

- People in tax want to engage with CIOT and contribute to its work including activities for the wider public benefit
- The CIOT is a leader of the conversation on tax and promotes public understanding of tax
- The CIOT has a strong organisation that engages with and enables members, students and the taxpaying public

These ambitions are owned by the Institute's entire senior management team under the leadership of the Chief Executive. The Officers (Honorary Officers, Chief Executive and Directors) bring forward plans to support these ambitions which are reviewed and agreed annually by Council.

Building on the foundations of several years, a key feature of our plans for 2017 will be the modernisation of our IT infrastructure and associated business processes. A unifying project is the implementation of a new customer relationship management (CRM) system based on Microsoft Dynamics which will enable us to hold and maintain a 'single and secure view' of the information we hold on our students, members and stakeholders. Education and Finance applications will be built around the CRM, using Microsoft technologies wherever possible, to increase compatibility. We shall also be moving our email and other core systems into the 'cloud' to increase resilience and security and reduce our dependence on the systems located at Artillery House.

These IT developments will increase our resilience and capacity to deal with growth through modernising and standardising our core business processes. The online version of our journal, Tax Adviser, was launched in 2015 and developed during

2016, strengthening our skills and confidence in our ability to deliver IT and related projects which support our students, members and stakeholders.

Reference and Administrative details

Council Members

President

Bill Dodwell LLB LLM (Cantab) CTA (Fellow) ACA (2008)

Deputy President

John Preston BSc FCA CTA (Fellow) (2012)

Vice-President

Ray McCann CTA (Fellow) ATT (2012)

Gary Ashford CTA (Fellow) ATT (2011)

Roger Barnard LLM CTA (Fellow) FCA (2005)

John Barnett MA (Oxon) CTA (Fellow) TEP Solicitor (2014)

Keith Bell CTA (Fellow) ATT (2008)

Chris Brydone BA CTA (Fellow) FCA ATT (2007)

Emma Chamberlain BA (Hons) CTA (Fellow) Barrister (2007)

John Endacott BSc CTA (Fellow) FCA (2016)

Anne Fairpo* MA (Oxon) CTA (Fellow) ATT Barrister (2008)

Alexander Garden CTA (Fellow) LLB (Hons) Scottish Solicitor TEP (2015)

Glyn Fullelove MA CTA (Fellow) ACA (2014)

Alexandra Galloway MA CTA (Fellow) (2014)
(Resigned from Council December 2016)

Keith Gordon MA (Oxon) CTA (Fellow) FCA Barrister (2009)

Ian Hayes BA FIIT CTA (Fellow) FCA FRSA (2013)

Andrew Hubbard* BMus CTA (Fellow) ATT (2004)

Chris Jones* BA (Hons) CTA (Fellow) ATT (2004)

Moira Kelly BACC ALCM CTA (Fellow) CA (2013)

Chris Lallemand BSc CTA (Fellow) FCA (2011)

Daniel Lyons BA (Hons) CTA (Fellow) Solicitor (2011)

Ian Menzies-Conacher BSc (Econ) CTA (Fellow) ACIB FCA (2007)

Jenny Nelder BA (Hons) CTA (Fellow) FCA (2005)

Amanda Pearson BSc CTA (Fellow) ACA (2014)

Peter Rayney CTA (Fellow) FCA TEP (2016)

Jennie Rimmer LLB CTA (Fellow) (2014)

Paula Tallon CTA (Fellow) FCA ADIT (2015) (Resigned from Council January 2017)

Mike Thexton MA CTA (Fellow) FCA (2016)

Anthony Thomas* CTA (Fellow) FCCA ATT (Fellow) (2003)

John Voyez BSc FIIT CTA (Fellow) FMAAT (2013)

Year of appointment to Council shown in brackets.

* indicates Past President

Management Team

Chief Executive

Peter Fanning MSc BSc

Secretary and Director of Education

Rosalind Baxter BA (Hons) ACIS

Director of Finance and Operations

Paul Davies FCA

Tax Policy Director

John Cullinane MA CTA (Fellow) FCA

Technical Director, Low Incomes Tax Reform Group

Robin Williamson MA (Oxon) CTA (Fellow) Solicitor

Consultant

Jonathan Crump FCA

Registered office

The Chartered Institute of Taxation

1st Floor

Artillery House

11-19 Artillery Row

London SW1P 1RT

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Connected Charity

The Association of Taxation Technicians
1st Floor
Artillery House
11-19 Artillery Row
London SW1P 1RT

Auditor

Buzzacott LLP
130 Wood Street
London EC2V 6DL

Investment Advisers

Cornelian Asset Managers Ltd
21 Charlotte Square
Edinburgh EH2 4DF

Strategic Investment Advisers

LJ Athene Investment Advisers Ltd
9 Clifford Street
London W1S 2FT

Solicitors

Maurice Turnor Gardner
201 Bishopsgate
London EC2M 3AB

Bankers

HSBC
333 Vauxhall Bridge Road
London SW1V 1EJ

Structure, Governance and Management

The Institute of Taxation was founded in 1930, it was registered as a charity in England and Wales in 1982 (registered charity in England & Wales number 1037771). It was incorporated by Royal Charter in 1994. The governing instruments of the Institute are its Royal Charter, and Byelaws as amended from time to time.

Governance

The Institute operates within the terms of its Royal Charter (the Charter), Byelaws and regulations and its management is under the control of the Council of the Institute. Good governance and leadership is essential for the success of the Institute and Council is committed to following the principles of good governance set out in the Charity Commission guidance 'Hallmarks of an effective charity' and Good Governance- Code for the Voluntary and Community Sector. These principles of effective governance and leadership are: understanding the role and responsibilities of Council; ensuring delivery of the Institute's aims; working effectively, both individually and collectively; exercising effective control; acting with integrity; and being open and accountable.

Council

The Council comprised 29 Trustees at the close of 2016 (29 in 2015) who provide a wide range of skills and experience. The Officers Group of Council comprises the CIOT President (Chairman), CIOT Deputy President, CIOT Vice-President, CIOT Vice-President elect, Immediate Past-President, ATT President, Chief Executive and the Directors of Education, Finance and Operations and Tax Policy. The Treasurer also attends. The members of staff who attend all Council meetings are the Chief Executive, Secretary and Director of Education, the Tax Policy Director and the Director of Finance and

Operations. All their roles are separate and clearly defined. Other members of the Management Team attend as and when required for specific items. The Council considers that its Members are independent and that no individual, or small group of individuals, can dominate Council decisions.

The Council met four times during the year to deal with Trustee business, review financial performance, strategy and risk and has a formal agenda of matters specifically reserved to it for decision in accordance with the Charter paragraph 5 (3). In addition, one day-long meeting was entirely devoted to strategic discussion and an extraordinary meeting was held at short notice to discuss the response to the government's 19 March Challenge. Council papers comprising an agenda, formal Council and Standing Committee Minutes together with briefing papers on specific Trustee matters and usually a technical discussion item are sent to all Council members in advance of each meeting. The Officers Group of Council met five times in the year to deal with day-to-day executive matters which include reports from Institute executives and staff remuneration with reference to annual performance. Officers also had one day-long meeting to discuss strategy and challenges. Council members achieved an overall attendance rate of 88% (2015: 89%) at Council meetings and 90% (2015: 88%) at Officers Group meetings. In compliance with Council Regulation 10.9 Council members and other Standing Committee Members are required to make declarations of interests at meetings which might give rise to a conflict of interest or influence their vote on a resolution proposed at a Council or other committee meeting. All Members of Council have access to the advice and services of Institute staff and may take independent professional advice on Institute matters. There are a number of Standing Committees of Council to which various matters are delegated and they adopt the same approach as Council to the preparation and distribution of papers for meetings. Membership of the Committees is set out on pages 72 to 79.

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Election to Council

Election to Council is by the Members of the Institute at the Annual General Meeting. The Council is responsible for dealing with nominations under Members Regulation 19 (Nominations for Election to Council). Council is also responsible for the election of its Honorary Officers.

To help identify potential candidates with the skills which Council needs, prospective new Council members, who must also be Members of the Institute (Byelaw 5), are selected for what they can contribute to the Institute and must sign a declaration that they are not disqualified from acting as a Trustee as detailed in Section 178 of the Charities Act 2011. Trustee training is provided for new and existing Trustees on an annual basis.

Prospective new Council members are considered at Cross-Cutting Committee which brings together the Chairmen of all the Standing Committees of the Institute and acts as a Nomination Committee once a year for this purpose.

Audit Committee

The Audit Committee is an independent joint committee of the Councils of the Institute and the Association and is known as the Audit and Risk Committee.

The terms of reference setting out the Committee's authority and duties were originally approved in the summer of 2012. The Committee reviewed its terms of reference during 2016 and made recommendations to the ATT and CIOT Councils. The principal recommendation from the review was to clarify that Audit Committee reviews the audit process and that Finance and General Purposes Committee reviews the financial statements and recommends their adoption by the CIOT Council. As a joint committee, the Audit Committee performs the same role in relation to the ATT's Financial Steering Group and its Council.

The Audit Committee has specific responsibility for the Institute and Association relationship with the external auditors (and internal auditors where appropriate), attending the audit planning and closure meetings and having private meetings with the auditors as necessary. The Committee oversaw the process for the appointment of new Financial Statements Auditors to both bodies.

In addition to matters of internal control, the Audit Committee oversees the risk management process at a strategic level. It has also interacted with the CIOT Officers' Group and ATT Leadership Team on managing risk and challenging the risk management process, which has been regularly refined.

The Committee reviews the accounting policies and practices of the bodies and the presentation within their respective accounts, examines the budgets and management accounts, and monitors the internal financial control policies of the CIOT and ATT.

During the year the Audit Committee met three times in formal meetings and the Chairman had discussions throughout the year with the Officers of both bodies on developing issues.

There were no changes to the membership of the Committee during the period.

CIOT Director of Finance and Operations, CIOT Treasurer, ATT Treasurer, CIOT Secretary and Director of Education, CIOT Chief Executive, the Tax Policy Director and the ATT Executive Director, attended meetings.

Reputational risk was at the forefront of the Committee's mind, and various matters were discussed, including the Trailblazer Apprenticeship in Accountancy and Tax, the professional rules set out in Professional Rules in Relation to Taxation, the ATT/CIOT Tax Pathway and the government's proposals for tax administration known as Making Tax Digital and the Charity Commission consultation on "fit and proper" tests for trustees.

Council Members' Remuneration

Council members normally receive no remuneration for their services although their travelling expenses on Institute business are reimbursed. However, under paragraph 8 (2) (b) of the Charter, not more than a minority of the total number of members of the Council for the time being may receive reasonable remuneration for delivering lectures or writing articles on taxation matters on behalf of the Institute in any one calendar year. Payments to Council members for services rendered to the Institute total £28,268 VAT inclusive (£17,081 in 2015).

Internal Controls

The respective responsibilities of the Council and Auditor in connection with the financial statements are explained on pages 49-51. The Council Statement on going concern is set out on page 56.

The Council is responsible for the Institute's system of internal controls and for taking such steps as are reasonably open to it to safeguard the assets of the Institute and to prevent and detect fraud and other irregularities. The Code for the Voluntary and Community Sector emphasises the importance of maintaining and regularly reviewing the systems of financial controls, performance reporting, policies and procedures with the Council periodically taking steps to assure itself of their 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 provide reasonable and not absolute assurance against material misstatement or loss. The day-to-day running of the Institute's business is delegated to the Officers Group and to the Management Team comprising Institute executives (listed on page 43). An annual letter of assurance is signed by Institute executives with responsibility for the preparation of financial statements and the adequacy of systems of internal financial, compliance and non-financial controls.

The President, Officers and Committee Members of the Institute visit Head Office and its Branches on a regular basis and meet volunteers, members, students, staff and law-makers and administrators of the tax system. Quarterly financial statements are presented to Council at meetings and are measured against both budget and interim forecasts. A clear organisation structure with defined authority limits has been established. The Council keeps under review the need for internal audit at the Institute. Its current view, which is supported by the Audit Committee, is that a separate function is not required given the size and nature of the Institute; the close management supervision exercised; and the increased attention paid to the adequacy of financial, operational, organisational and compliance controls and risk management.

An independent business process review of the Institute's operations took place in 2014 and a number of projects are now underway to streamline processes for the journey from student to Member of the Institute.

Data Protection

The Institute complies with the Data Protection Act 1998 and is the data controller and sole owner of personal data collected. The Institute uses up-to-date industry procedures to keep personal data as safe and secure as possible and to protect against loss, unlawful processing, unauthorised disclosure or access.

Remuneration and Performance Committee

This Committee considers the Institute's key management personnel and how their remuneration is set.

Committee membership comprises a Chairman, the CIOT Past President, a CIOT and ATT representative, Chairman of the Audit Committee and the CIOT Lay Public Interest Observer acting as an observer. The Committee met twice during the year to

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recommend the annual pay review for 2016-17 and to monitor the objectives and performance of the Chief Executive Officer and senior staff. The Committee reports directly to the Audit Committee and the Chairman attends Officers Group and Council once per year.

Risk Management

It is the Institute's policy for volunteers and staff with a detailed knowledge of how the Institute operates to:

- regularly review areas of uncertainty throughout the Institute;
- develop mitigation strategies; and
- take action to mitigate all risks that would otherwise prevent the Institute from achieving its charitable objectives.

The Officers Group keeps the principal risk areas regularly under review and discuss risk at each meeting.

The Institute has developed a 'statement of ambition' and has analysed this by threats or risks to achieving these ambitions. At each meeting, Officers review an ambition and how the risks of failing to achieve that ambition are being mitigated. The overall risk management process is reviewed annually by Audit Committee.

The 'statement of ambition' analyses the Institute's ambitions:

- People in tax want to join the Institute and contribute to its work and the public benefit.
- The Institute leads the conversation on tax and promotes public understanding of tax.

- That the Institute is a strong organisation that supports and enables members, students and the taxpaying public.

The statement was presented to Council during 2016 and sets the framework for the Institute's strategy for the coming period. Not achieving these ambitions constitutes the key risks to the Institute. An analysis of detailed risk flows from this, as does the performance management of senior staff.

Key risks identified are:

- Less than expected student registration numbers due to economic climate or lack of support from employers.

Mitigation includes the review of the CTA exam structure to ensure it remains relevant and fit for purpose to meet the current and future needs of the profession (page 22).

- Retention of members.

Mitigation includes leading the thinking on the key issues in tax which affect the public and the profession, for example, surveying our members to help inform our engagement with HMRC and issuing new ethical standards (pages 11 and 29).

- Core IT systems increasingly not fit for purpose.

Mitigation includes the review of infrastructure and plans to install a new CRM (Customer Relationship Management) and finance system (pages 21 and 29).

Statement of Council Members' responsibilities

Council members, as trustees of the Institute are responsible for preparing the Annual Report of the Council and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable 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 business.

The trustees are responsible for keeping proper accounting records that 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 Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Royal Charter. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's websites. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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Statement of disclosure of information to the Auditor

The trustees 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 trustees has confirmed that they have taken all the steps that they ought to have taken as trustees 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 14 March 2017.

By order of the Council

Rosalind Baxter
Secretary

Independent Auditor's Report

Independent Auditor's Report to the trustees of the Chartered Institute of Taxation

We have audited the accounts of the Chartered Institute of Taxation for the year ended 31 December 2016, which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

This report is made solely to the trustees, as a body, in accordance with Section 144 of the Charities Act 2011 and with regulations made under Section 154 of that Act. Our audit work has been undertaken so that we might state to the trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the trustees' responsibilities statement set out in the trustees' annual report, the trustees are responsible for the preparation of accounts which give a true and fair view.

We have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act. Our responsibility is to audit and express an opinion on the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us

to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the accounts

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the accounts. In addition, we read all the financial and non-financial information in the Annual Report of Council to identify material inconsistencies with the audited accounts and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on the accounts

In our opinion the accounts:

- give a true and fair view of the state of the charity's affairs as at 31 December 2016 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Independent Auditor's Report

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' annual report is inconsistent in any material respect with the accounts; or
- sufficient accounting records have not been kept; or
- the accounts are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Buzzacott LLP
Statutory Auditor
130 Wood Street
London EC2V 6DL

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Financial Statements

Statement of Financial Activities for the year ended 31 December 2016

	Unrestricted Funds 2016 £'000	Restricted Funds 2016 £'000	Total Funds 2016 £'000	Restated Unrestricted Funds 2015 £'000	Restricted Funds 2015 £'000	Restated Total Funds 2015 £'000
Income:						
Charitable activities ^{2a}	7,292	77	7,369	7,115	203	7,318
Income from other trading activities ^{2b}	28		28	44		44
Investment income ^{2c}	144		144	129		129
Total income	7,464	77	7,541	7,288	203	7,491
Expenditure:						
Cost of raising funds ^{2d}	12		12	15		15
Expenditure on charitable activities ^{2d}	7,427	144	7,571	7,230	177	7,407
Total expenditure	7,439	144	7,583	7,245	177	7,422
Operating gain/(loss)	25	(67)	(42)	43	26	69
Net gains/(losses) on investments ³	130		130	(40)		(40)
Net income/(expenditure)	155	(67)	88	3	26	29
Net movement in funds	155	(67)	88	3	26	29
Reconciliation of funds						
Total funds brought forward at 1 January ¹²	6,362	118	6,480	6,359	92	6,451
Total funds carried forward 31 December ¹²	6,517	51	6,568	6,362	118	6,480

The above results are derived from continuing activities and all gains and losses recognised in the year are included above. The notes on pages 56 to 71 form part of these financial statements.

A prior year adjustment has been made to the 2015 statement of financial activities and balance sheet. See note 12 to the financial statements for further details.

Financial Statements

Balance Sheet as at 31 December 2016

	2016 £'000	Restated 2015 £'000
Fixed Assets:		
Tangible assets ⁴	219	239
Investments ⁵	5,222	5,164
Total Fixed Assets	5,441	5,403
Current Assets		
Stock ⁶	51	79
Debtors ⁷	1,096	991
Cash at bank and in hand ⁸	2,755	2,373
Total Current Assets	3,902	3,443
Liabilities		
Creditors falling due within one year ⁹	(2,650)	(2,320)
Net Current Assets/(Liabilities)	1,252	1,123
Total assets less current liabilities	6,693	6,526
Creditors¹⁰		
Amounts falling due after more than one year ¹⁰	(125)	(46)
Net Assets	6,568	6,480
Funds of the charity:		
Restricted ¹²	51	118
Unrestricted ¹²	6,517	6,362
Total Funds	6,568	6,480

Approved and authorised for issue by the Council on 14 March 2017 and signed on its behalf by:

Bill Dodwell President

Gill Evans Treasurer

Peter Fanning Chief Executive

Statement of Cash Flows for the year end 31 December 2016

	2016 £'000	2015 £'000
Net cash provided by/(used in) operating activities (Table A)	386	474
Cashflows from investing activities		
Dividends and interest from investments	144	129
Purchase of tangible fixed assets	(39)	(115)
Proceeds from sale of investments	789	
Purchase on investments	(750)	
Movement on term deposits	(148)	(494)
Net cash provided by investing activities	(4)	(480)
Increase/(Decrease) in cash and cash equivalents in the year	382	(6)
Cash and cash equivalents at 1 January	2,373	2,379
Cash and cash equivalents at 31 December (Table B)	2,755	2,373
Table A		
Reconciliation of net income/expenditure to net cash flow from operating activities		
Net income as per the Statement of Financial Activities	88	29
Adjustments for:		
Depreciation charge for the year	59	42
Loss on disposal of fixed assets	0	10
Dividends and interest from investments	(144)	(129)
Loss/(gain) on investments	130	40
Decrease/(increase) in stock	28	(2)
(Increase) in debtors	(105)	(328)
Increase/(decrease) in creditors	330	812
Net cash provided by/(used in) operating activities	386	474
Table B		
Analysis of cash and cash equivalents		
Cash in hand	366	101
Notice deposits (less than 3 months)	2,389	2,272
Total cash and cash equivalents	2,755	2,373

Notes to Financial Statements

1. Accounting policies

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

Basis of preparation of accounts

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

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

The Chartered Institute of Taxation is incorporated by Royal Charter and registered as a charity with the Charity Commission.

The Chartered Institute of Taxation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The financial statements of the Institute for the year ended 31 December 2016 include the results of its Branches, which are not separate legal entities, for the year ended 30 June 2016.

The Association of Taxation Technicians of 1st Floor, Artillery House, 11-19 Artillery Row, London SW1P 1RT is a connected charity but it is not subordinate to the Institute and therefore consolidated financial statements have not been prepared. Further information on the relationship can be found in note 17.

Going Concern

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

Notes to Financial Statements

Income Recognition

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

Student registration fees are not refundable and are credited to income over the period of the registration with 50% recognised in the first year and 25% in each subsequent year. This phasing reflects the additional administration costs incurred in the first year of registration.

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 Institute's portfolio of investments is credited on an earnings basis each year.

Income from government and other grants, whether 'capital' or 'revenue' grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the funds are met and it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Expenditure Recognition

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

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

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

Irrecoverable VAT is charged as 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 general volunteers is not recognised as income in the financial statements given the absence of a reliable measurement basis. More information about the contribution is given on page 67.

Donated services and facilities are recognised on receipt or supply on the basis of the value of donation or contribution which is the amount that the institute 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.

Notes to Financial Statements

Significant accounting estimates and judgements

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

- Consistent with prior years, the financial statements of the Institute for the year ended December 31, 2016 include the results of its Branches, which are not separate legal entities, for the year ended June 30, 2016. Branch income and operating surplus for the year ended June 30, 2016 amounted to £470,000 and £40,000, respectively. In the future, it is the intention of the Institute to align the Branch accounting year-end date with that of the Institute; and
- estimating the useful economic life of tangible fixed assets for the purposes of determining a depreciation rate.

Allocation of support costs

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

Reserves

In 2016 the target for reserves was composed as follows:

	2016 £'000
12 months running costs to provide financial stability and enable the Institute to meet its commitments for a reasonable period in the event of adverse operating conditions.	7,497
To cover (i) the unpredictable future costs of investigations and disciplinary hearings by the Taxation Disciplinary Board and (ii) the depreciation charge arising in future years on the capitalised expenditure incurred on the move to Artillery House. A further £150,000 per annum is to be set aside for 10 years before the expiry of the current lease.	1,401
	8,898
Actual reserves at 31 December 2016 (excluding restricted funds)	6,517
Shortfall in target level of reserves	2,381

Notes to Financial Statements

Tangible Fixed Assets and Depreciation

All single purchases of less than £1,000 (inc 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 (inc VAT) or more, which is capitalised.

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

Leasehold improvements are written off over the remaining life of the lease (15 years)	
Office equipment	25%

Stock

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

Debtors

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

Cash at bank and in hand

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

Creditors and Provisions

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

Financial instruments

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

Notes to Financial Statements

Fixed Asset Investments

Investments have been valued at fair value at 31 December 2016. 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/losses in the Statement of Financial Activities.

Pension Costs

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

Foreign Currencies

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

Taxation

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

Operating Leases

The charity classifies the lease of property as an operating lease; the title of the property remains with the lessor and the lease agreement expires in 2024 whilst the economic life of such property typically exceeds this. Rental charges are charged on a straight line basis over the term of the lease.

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.

Restricted funds are funds which are to be used in accordance with the specific restrictions imposed by donors.

Notes to Financial Statements

2. Analysis of income and expenditure

2a. Income from Charitable Activities

	2016 £'000	2015 £'000
Membership subscriptions	4,709	4,705
Chartered Tax Adviser registration fees and entrance fees	44	46
Student registrations and examination fees	1,407	1,343
Conference and event fees	916	786
Sale of books and journal	107	133
Anti-Money Laundering fees	104	98
Grants receivable	77	203
Other sales	5	4
	7,369	7,318

The income from charitable activities was £7,369,760 (2015: £7,317,907) of which £7,292,320 was unrestricted (2015: £7,115,000) and £77,440 restricted (2015: £203,100).

Government grants received in the year amounted to £77,400 (2015: £175,750). There were no unfulfilled conditions or other contingencies attaching to grants that were recognised in income nor any other forms of government assistance from which the charity directly benefited during the year.

2b. Income from Other Trading Activities

	2016 £'000	2015 £'000
Sponsorship	28	44

2c. Investment Income

	2016 £'000	2015 £'000
Dividend income	90	95
Other interest receivable	54	34
	144	129

Notes to Financial Statements

2d. Breakdown of expenditure

	Activities undertaken directly £'000	Support costs £'000	Grant funding of activities £'000	Total 2016 £'000	Total 2015 £'000
Charitable activities					
Grants payable		81	118	199	132
Education and student services	1,238	855		2,093	2,356
Members Services	1,743	1,203		2,946	3,337
Regulation and Compliance	101	70		171	169
Consultation and representation	1,135	784		1,919	1,118
LITRG Restricted Funds	144			144	177
LITRG Restricted Support Costs		99		99	118
	4,361	3,092	118	7,571	7,407
Raising Funds					
Investment management costs	12			12	15
	4,373	3,092	118	7,583	7,422
2015	4,375	2,960	87	7,422	7,422

Expenditure on charitable activities was £7,583,000 (2015: £7,407,000) of which £7,498,000 was unrestricted (2015: £7,230,000) and £144,000 was restricted (2015: £177,000).

Notes to Financial Statements

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

	Total 2016 £'000	Total 2015 £'000
Information technology	450	565
Staff costs	720	636
Operating costs	1,287	1,106
Governance costs comprising:		
Audit Remuneration	39	29
Legal and professional fees	139	129
Council meetings (inc. Council members' expenses)	80	106
Property	20	20
Governance support	357	369
	3,092	2,960

Grants payable in respect of charitable activities

	Total 2016 £'000	Total 2015 £'000
Grants payable to tax and other charities to help meet the core operating costs of providing free tax advice to persons who cannot afford to pay for professional help or training and to promote public understanding of tax matters		
Tax Advisers Benevolent Fund (registered Charity no. 1049658)	10	10
Tax Aid (registered Charity no. 10622852)	40	22
Tax Volunteers (registered Charity no. 1102276)	20	22
Grants payable to three University Students for original tax research (2015: three)	15	13
Grant to Low Incomes Tax Reform Group	0	20
Grant for Journal of Tax	33	-
	118	87

Notes to Financial Statements

3. Net income/(expenditure) for the year

	Total 2016 £'000	Total 2015 £'000
This is stated after charging:		
Depreciation	58	42
Fair value (gains)/losses on investments	130	40
Operating lease rentals	333	333
Auditors remuneration:		
Previous auditor:		
Audit fees for current year	-	24
Audit fees for prior year	16	5
Current auditor:		
Audit fees for current year	23	-
	560	444

4. Tangible Fixed Assets

	Leasehold improvements £'000	Office equipment £'000	Total £'000
Cost at 1 January	215	524	739
Additions		39	39
Cost at 31 December	215	563	778
Depreciation at 1 January	95	405	500
Charge for the year	14	45	59
Depreciation at 31 December	109	450	559
Net book value at 31 December 2016	106	113	219
Net book value at 31 December 2015	120	119	239

All tangible fixed assets are held for charitable purposes.

Notes to Financial Statements

5. Fixed Asset Investments

	2016 £'000	2015 £'000
Fair value at 1 January	5,164	4,710
Correction to opening balance to reclassify cash held with investment manager	(39)	
Movements on term deposits	(33)	469
Unrealised gain on investment assets	149	(11)
Unrealised (loss)/gain on gilts	(9)	(29)
Realised (loss)/gain on sale of investments	(10)	25
Fair value at 31 December	5,222	5,164
Historical cost	5,042	5,006
There was no single investment representing more than 5% of the portfolio valuation at 31 December 2016, with the exception of:		
2.15% index linked Treasury Gilt- 2024	491	462
1.78% index linked Treasury Gilt- 2022	399	437
Listed investments held at 31 December comprised of the following:		
Fixed interest	953	879
Listed UK equities	724	784
Listed International equities	490	367
Other Assets	368	411
Gilts	890	899
Term deposits and cash	1,791	1,824
	5,222	5,164

6. Stock

	2016 £'000	2015 £'000
Publications and merchandise	51	79

Notes to Financial Statements

7. Debtors

	2016 £'000	Restated 2015 £'000
Other debtors	244	315
The Association of Taxation Technicians ¹⁷	430	269
Prepayments and accrued income	422	407
	1,096	991

8. Analysis of changes in cash and short-term deposits

	2016 £'000	2015 £'000
Cash at bank	366	332
Cash on short-term deposit	2,389	2,041
	2,755	2,373

9. Creditors: Amounts falling due within one year

	2016 £'000	2015 £'000
Taxes and social security	142	122
Accruals	588	812
Deferred income (fees and subscriptions received in advance)	1,920	1,386
	2,650	2,320

Deferred income includes subscriptions, examination fees and conference fees paid in 2016 but relating to income and events in 2017.

Deferred Income

	2016 £'000	2015 £'000
Amount brought forward	1,386	1,007
Released in the year	(1,386)	(1,007)
Amounts deferred in the year	1,920	1,386
Amount carried forward	1,920	1,386

Notes to Financial Statements

10. Creditors: Amounts falling due after one year

	2016 £'000	2015 £'000
Student registration fees:		
At 1 January	46	46
Fees received in advance	125	209
Release of income in year	(46)	(209)
	125	46

11. Financial Instruments

The carrying amount of the charity's financial instruments at 31 December were:

	2016 £'000	2015 £'000
Financial Assets		
Debt Instruments measured at amortised cost	674	584
Instruments measured at fair value through profit or loss	5,224	5,164
Amount carried forward	5,898	5,748
Financial Liabilities		
Measured at amortised cost	588	812
Amount carried forward	588	812

Notes to Financial Statements

12. Income Funds: Unrestricted

	Movement in funds						
	At 01.01.16	Prior Year Adj.	Restated as at 01.01.06	Income and gains	Expenditure	Transfer	At 31.12.16
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Unrestricted							
General	5,086	(34)	5,052	7,594	(7,439)	(91)	5,116
Designated:							
Property	1,010		1,010			91	1,101
Disciplinary procedures	300		300				300
	6,396	(34)	6,362	7,594	(7,439)		6,517

The prior year adjustment of £34,000 is to correct the mis-statement of General Funds at December 31, 2014 and 2015.

The transfer of £91,000 from the General to the Property Fund comprises a transfer of £150,000 to the Property Fund in accordance with the reserve policy and transfer of £59,000 from the Property Fund to the General Fund relating to the depreciation on capitalised expenditure. Please see the accounting policy for more information.

Income Funds: Restricted

	Movement in funds			
	At 01.01.16 £'000	Income £'000	Expenditure £'000	At 31.12.16 £'000
Restricted	118	77	(144)	51

Analysis of net assets between funds

	Unrestricted Fund £'000	Designated Funds £'000	Restricted Fund £'000	Total £'000
Tangible Fixed Assets	219			219
Investments	5,222			5,222
Cash on short-term deposit and at bank	1,303	1,401	51	2,755
Other net current (liabilities)	(1,503)			(1,503)
Creditors falling due after more than one year	(125)			(125)
Total	5,116	1,401	51	6,568

Notes to Financial Statements

13. Capital Commitments

At 31 December 2016 there were no capital commitments contracted or authorised but not contracted (2015: none).

14. Financial Commitments

The Institute has annual commitments under its office lease as follows:

	2016 £'000	2015 £'000
Amounts due:		
Within one year	333	333
Between one and five years	1,334	1,334
After five years	686	1,019
Total commitment	2,353	2,686

The Institute entered into a long term lease at 1st Floor, Artillery House, 11-19 Artillery Row, London SW1P 1RT in January 2009.

15. Personnel

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

The Institute has maintained liability insurance throughout the year to pay on behalf of the Institute or its Council, committee members and staff, any claims for wrongful acts arising out of the conduct of the Institute's business, or committed in their capacity as officers. The insurance premium paid by the Institute covering both claims against the Institute and the Trustees personally amounts to £5,201 (2015: £7,500).

The Institute operates a defined contribution pension scheme whose assets are held separately from those of the Institute in independently administered funds. The pension cost charge represents staff pension contributions. Contributions paid by the Institute amounted to £411,805 (2015: £372,176).

There were was an outstanding pension contribution at year end for 2016 of £40,016 (2015: £32,000).

Notes to Financial Statements

The average number of employees is 80 (2015: 80) and the number whose salary and benefits in kind, including pension contributions, fell within the following scales is as follows:

	2016	2015
£60,001- £70,000	8	4
£70,001- £80,000	1	2
£80,001- £90,000	3	1
£90,001- £100,000	1	-
£100,001- £110,000	1	3
£110,001- £120,000	1	-
£160,001- £170,000	1	1

Total staff costs:

	2016 £'000	2015 £'000
Salaries	3,478	2,928
National Insurance	346	322
Pension costs	412	404
	4,236	3,654

Key management personnel are defined as those with the day to day control of running the organisation. At the Institute those people are Chief Executive, Director of Finance & Operations, Director of Education & Secretary and the Tax Policy Director. Their aggregated remuneration in 2016 was £463,000 (2015: £453,000)

16. Donated Services and Facilities

Institute members and students are encouraged to become involved in Institute activities and there are over 700 unpaid volunteers on Council, Committees, Sub-Committees, Branches and Working Parties. The institute is grateful not only for their generous input but also to their firms who may ultimately bear the financial cost. It is estimated that over 35,500 volunteer hours were provided during the year. In addition, office space and utilities have been donated for meetings by other organisations. In addition facilities and administration services have been supplied by the Institute to other tax charities. Staff seconded to the Institute from HMRC contributed an estimated 4,000 hours in the year. The value to be placed on these resources cannot be reasonably quantified and measured and is not therefore recognised in the statement of financial activities.

Notes to Financial Statements

17. Related party transactions

Council members receive no remuneration for their services as Trustees. The Charter of the Institute was amended so that making reasonable payments to members of the Council (or to a firm or company employing a member or in which a member has an interest) in respect of services provided by them to the Institute or on its behalf in delivering lectures or writing articles on taxation matters could occur provided that not more than a minority of the total number of members of the Council for the time being may benefit in any calendar year. Council members' remuneration for the year was £28,268 (2015: £16,589). Details of the individual Council members remuneration can be obtained on written request to the registered office on page 42. Council members' travelling expenses are reimbursed in respect of expenses incurred on Institute business.

In the year ended 31 December 2016, 13 Council members claimed reimbursement of expenses aggregating to £39,932 (2015: 18 claimed a total of £36,464 for the year).

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

The Association of Taxation Technicians

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

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

The total allocation for the year is £1,277,499 (2015: £1,038,000) and the balance outstanding from the Association at the balance sheet date was £430,393 (2015: £269,000).

The Taxation Disciplinary Board

The Institute and the Association have an agreement with the Taxation Disciplinary Board; a company limited by guarantee managed by an independent board of directors. Neither the Institute nor the Association exercise any significant influence over the operating and financial policy of the Board whose object is to administer the Taxation Disciplinary Scheme. The Institute's contribution to costs in the year was £81,810 (2015: £86,000). The amount due to the CIOT at the balance sheet date was £87,985 (2015: £86,418) included in Debtors.

Committees of Council Volunteers 2016-2017

Officers Group

Bill Dodwell (Chairman)
John Preston (Deputy Chairman)
Ray McCann (Vice-Chairman)
Ralph Pettengell (ATT matters only)
Chris Jones

Membership & Branches Committee

Chris Brydone (Chairman)
Keith Bell
Derek Carr
Chris Lallemand
Helen McGhee
Andrew McKenzie-Smart
Malachy McLernon
Jenny Nelder
Yvette Nunn
Clifford Rodgers
Paula Tallon
David Treitel

Education Committee

Alex Galloway (Chairman)
Philip Baker
Roger Barnard
John Beattie
Adeline Chan
Kenneth Crofton-Martin
Chris Jones
Barry Jefferd
Anne Fairpo
Pete Miller
Jerry Taylor[◊]
John Preston
Philip Ridgway
Penelope Tuck
Nicki Shilston

Low Incomes Tax Reform Group

Anthony Thomas (Chairman)
Barbara Abraham
John Andrews
Stephen Banyard
Alan Barton
Leonard Beighton
Valerie Boggs
Larry Darby
Nigel Eastaway
Andrew Flint
Eile Gibson
Martin Hodgson
Bianca Marsden
Patrick Millard
Gary Millner
Caroline Miskin
Sam Mitha
Jane Moore
Carole Pavely
Caroline Phillips
Philip Ridgway
Clive Tulloch
Sally West
John Whiting

Performance & Remuneration Committee

Vincent Oratore (Chairman)
Nigel Eastaway
David Stedman

Professional Standards Committee

Tracy Easman (Chair)
Gary Ashford
Rosemary Blundell
Alistair Cliff
Ruth Cook
Matt Coward
Abigail Day
Karen Eckstein
Andrew Evans
Susanna Hanks

[◊] = Ex-Officio

Committees of Council Volunteers 2016-2017

Ian Hayes
Jean Jesty
Ray McCann
Lisa Macpherson
Colin Murrell
Amanda Pearson
Tina Riches
Ilana Rinkoff
John Roberts
David Stedman
Patrick Stevens
Anthony Thomas^o
Richard Todd
Rosalind Upton
John Whiting

Communications & Brand Management

Chris Jones (Chairman)
Keith Bell
Nic Byrne
Bill Dodwell
Anne Fairpo
Heather Miller

Examination Committee

John Preston (Chairman)
Daniel Lyons (Vice-Chair)
Roger Barnard
John Barnes
Kenneth Crofton Martin
Ronnie Fell
Kim Harmer
Jane Jones
Mike Thexton

Audit Committee (Joint CIOT/ATT)

Rakesh Shaunak (Chairman)
Graham Batty
Ronnie Fell
Richard Geldard
Ian Menzies-Conacher
Peter Newsam
John Roberts

Finance & General Purposes Committee

Gill Evans (Chairman)
Keith Bell
Stephen Foulkes
Nick Goulding
Anthony Thomas
David Bradshaw

Cross-Cutting Committee

Bill Dodwell (Chairman)
Chris Brydone
Chris Jones
Ray McCann
Vincent Oratore
John Preston
Rakesh Shaunak
Anthony Thomas

Joint Branches Sub-Committee

Malachy McLernon (Chair)
David Bradshaw
Chris Brydone
Rebecca Cave
Sally Cox
Ronnie Fell
Stephen Foulkes
Alexander Garden
Joanne Routier
Jeffrey Smith

Examination Review Sub-Committee

John Beattie (Chairman)
Sarah Allatt
Julian Broughton
Peter Coulthard
Kenneth Crofton Martin
Marion Hodgkiss
Chris Jones
Daniel Lyons
Paul Martin
Natalie Miller
Donald Pearce-Crump
John Preston

Committees of Council Volunteers 2016-2017

Tax Adviser Sub-Committee

Yvette Nunn (Chairman)

Helen Adams

Nigel Eastaway

Anne Fairpo

Emma Reitano

Paul Stainforth

Tanya Wadeson

Toyin Oyeneyin

ADIT Sub-Committee

Jim Robertson (Chairman)

Trudy Armstrong

Philip Baker

Marissa Hall

Conrad Law

Nisha Modha

Martin Powell

Jonathan Schwarz

Bertil Weigend

ADIT Examination Sub-Committee

David Salter (Chairman)

Chris Borg

Kenneth Crofton Martin

Richard Cullen

Tony Jackson

Nikhil Mehta

Bernard Schneider

Hannah Simoes

Michael Walpole

Yang Xiaogiang, Xu Yan

Technical Committee and its Sub-Committees

Technical Committee

Glyn Fullelove (Chairman)

Adrian Rudd (Vice-Chairman)

Peter Dylewski (Vice-Chairman)

Paul Aplin (ICAEW)

Charlotte Barbour

Stephen Barnfield

Colin Ben-Nathan

Bill Dodwell

Nigel Eastaway

Keith Gordon

Mark Groom

Claire Hooper

Andrew Hubbard

Moira Kelly

John Lindsay

Alex McDougall

Alan McLintock

Natalie Miller

Annette Morley

Aparna Nathan

Yvette Nunn

Vincent Oratore

Jonathan Preshaw

Stephen Relf

Tina Riches

Brian Slater

Jonathan Stride

Michael Steed

Joy Svasti-Salee

Anthony Thomas^o

Chris Williams

Jeremy Woolf

Scottish Technical Committee

Moira Kelly (Chairman)

Carrie Armstrong

Charlotte Barbour

Jodie Barwick-Bell

Roger Berl

Eric Brown

Richard Brunton

Michael Collin

Committees of Council Volunteers 2016-2017

Karen Davidson
Donald Drysdale
Alexander Garden
Hazel Gough
Derek Hanlan
Jo Joyce
Alex McDougall
Elaine McInroy
Colin Pearson
David Small
John Todd

CGT & Investment Income

Aparna Nathan (Chairman)
Natalie Miller (Vice-Chair)
John Barnett
Martin Benson
David Bowes
Emma Chamberlain
Ken Chapman
Giles Clarke
Nick Dunnell
Jeremy Franks
Martyn Gowar
David Hughes
James Kidgell
Alex McDougall
Simon McKie
Mark McLaughlin
Lakshmi Narain
Graham Poles
Daniel Sladen
Graeme Stenson
Anne Wright

Corporate Taxes

Clare Hooper (Chair)
Graeme Blair
David Boneham
Susan Cattell
Michael Collin
Bill Dodwell
Victor Dauppe
Pauline Finney
Malcolm Gammie

Mark Hutton
Bill Ismail
Rebecca Knight
John Lindsay
Morag Loader
David O'Keefe
John Messore
David Murray
Rebecca Murray
Vincent Oratore
Steve Pautard
Philip Ridgway
Jennie Rimmer
Adrian Rudd
Maryanna Sharrock
David Southern
Richard Thomas
Dana Ward

Employment Taxes

Colin Ben-Nathan (Chairman)
Mark Groom (Vice-Chairman)
Susan Ball
Anne Croft
Graham Farquhar
Lesley Fidler
Andrew Gotch
David Heaton
Sue Illingworth
Alan Judes
Eleanor Meredith
Peter Moroz
Nicola Pitcher
Teresa Preece
Stephen Tampsett-Smith
Paul Tucker

EU & Human Rights

Jeremy Woolf (Chairman)
Barbara Belgrano
Patrick Cannon
John Dewhurst
Nigel Eastaway
Paul Farmer
Peter Mason

Committees of Council Volunteers 2016-2017

Rory Mullan
David Ratcliffe
Rupert Shiers

International Taxes

Joy Svasti-Salee (Chairman)
Sarah Beeraje
Mark Dyson
Glyn Fullelove
Catherine Harlow
Claire Hooper
Mark Hutton
Amber Mace
Ginny Monro
Paul Morton
Alastair Munro
Peter Nias
Manda Pillay-Maloney
Jennie Rimmer
Andrew Roycroft
Jonathan Schwarz
Luke Sewell
Lisa Shipley
Jason Short
Eric Tomsett

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Stephen Barnfield (Vice-Chairman)
Gary Ashford
Martin Benson
Patrick Cannon
John Cassidy
Jason Collins
Bob Crawford
Chris Davidson
Nigel Eastaway
Keith Gordon
David Heaton
Andrew Hubbard
Rachel McEleney
Andrew McKenna
Chris Sanger
Rupert Shiers

Owner Managed Business

Tina Riches (Chair)
Victor Dauppe (Vice-Chairman)
Annette Morley (Vice-Chairman)
Martin Benson
Rebecca Cave
Jeremy Coker
Bob Crawford
Andrew Disley
James Gopsil
Andrew Gotch
Arnold Homer
Chris Jones
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Nicola Moore
Jitendra Patel
Frank Tett
Peter Upton
Tim Walford-Fitzgerald
John Walsh
Henry Wood

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Eile Gibson
James Gopsill
Andrew Green
Michael Hunter
Chris Lallemand
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Robert Maas
Juliet Minford
Ian Mackie
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Martin Benson
John Bunker
Giles Clarke
Edward Emblem
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Martyn Gowar
David Hughes
Alex McDougall
Sharon McKie
Simon McKie
Mark McLaughlin
Ray Magill
David Mellor
Aparna Nathan
Graham Poles
Geoff Robinson
Graeme Stenson
Anne Wright

Indirect Taxes

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Alan McLintock (Vice-Chairman)
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Andrew Bailey
Rhiannon Churchill
Mark Delaney
Gabrielle Donald
Hugh Faulkner
Douglas Gordon
Philip Griffiths
Ian Harris
Richard Iferenta
Tony Jackson
David Jordonson
Peter Ladanyi
Tarlochan Lall
Rob Lever
Nick McChesney
Nick March
Peter Mason
Ron Natrass

Simon Newark
Alan Powell
David Ratcliffe
Ann-Marie Roberts
Martin Scammell
Peter Sheppard
Linda Skilbeck
Mike Thexton
John Voyez
Jeremy Woolf

Working Together

Stephen Relf (Chairman)
Deb Biswas
Simon Caplan
Nigel Clarke
Guang Deng
Nigel Eastaway
Noel Flanagan
Sarah Fraser
Jacquelyn Kimber
Chris Jones
Helen Lillis
Robert Lillycrop
Kevin Slevin
Andrew McKenzie Smart
Colm Quinn
Jonathan Stride
Paul Webster
Peter Upton

“Virtual” Members of Technical Sub-Committees:

Stuart Adam
Simon Adams
Zoey Anderson
Wendy Andrews
Nic Arnold
Gillian Arthur
Stephen Arthur
Peter Ashby
Gary Ashford
Sharad Badwhar

Committees of Council Volunteers 2016-2017

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Fiona Bell
Paul Benney
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Aman Bharti
Deb Biswas
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Mary Fraser
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James Geary
Timothy Gibbons
Maggie Gonzalez
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David Gosling
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Matthew Herring
Ashley Hill
Lee Holloway
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