Registration number: 04210063

The Taxation Disciplinary Board Limited

Annual Report and Financial Statements

for the Year Ended 31 December 2016

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# **Company Information**

### Chairman

D G Hudson

### Directors

D G Hudson

F L Darby

J R Dewhurst

## **Company secretary**

P A Douglas

## Registered office

8 High Street Heathfield East Sussex TN21 8LS

### **Bankers**

HSBC Bank Plc The Peak 333 Vauxhall Bridge Road Victoria London SW1V 1EJ

### **Auditors**

Manningtons 8 High Street Heathfield East Sussex TN21 8LS

## Strategic Report for the Year Ended 31 December 2016

The Directors present their strategic report for the year ended 31 December 2016.

### Principal activity

The principal activity of the company is the operation of The Taxation Disciplinary Scheme

### Fair review of the business

Set out in the profit and loss account and the directors report

### Principal risks and uncertainties

There are no derivatives or loan finance so there are no cashflow, going concern or other financial risks. A years funding is retained in the bank accounts

Approved by the Board on 15 June 2017 and signed on its behalf by:
P A Douglas
Company secretary

#### Directors Report for the Year Ended 31 December 2016

The Directors present their report and the financial statements for the year ended 31 December 2016.

#### **Directors of the company**

The directors who held office during the year were as follows:

D G Hudson - Chairman

F L Darby

J R Dewhurst

#### Objects of the Company and principal activities

The Taxation Disciplinary Board Limited (TDB) was incorporated on 2 May 2001 as a company limited by guarantee, with the primary objective of operating the Taxation Disciplinary Scheme (the Scheme) established by the participating bodies: the Chartered Institute of Taxation (the Institute) and the Association of Taxation Technicians (the Association). The Company's governing documents are its Memorandum and Articles of Association and there is provision within its statutes to act for other tax bodies that wish to adopt similar schemes. Each participating body agrees to contribute £1 in the event of the Company's insolvency. Currently the Institute and the Association are equal members of the Company.

The Scheme, which deals with complaints against members or students of the participating bodies, is administered by TDB on an independent and impartial basis. Its objectives are to conduct the investigative, disciplinary and appeals process in an efficient and effective manner and to ensure that the standards of professional conduct set by the participating bodies for their members are followed; that the reputation of those bodies and their members is maintained; and that the public may have confidence in the standard of service provided to them.

Following an extensive review of the original Scheme during 2007, a new Taxation Disciplinary Scheme was approved by the Councils of the Institute and the Association and came into effect on 9 January 2008. The new Scheme reflects advances in regulatory practice and recent court judgements, and gives the TDB greater independence from the participants. Amendments to the Scheme were approved by the participants during 2012 in order to enable the TDB to introduce new arrangements for interim orders (described more fully below). Further changes to the Scheme have been approved during 2016 to enable the present independent chairman to have his term of office extended by up to a further four years, and to provide for the appointment of two additional lay directors, to further enhance the independence of the TDB.

#### Governance

The Scheme is administered by the Board of Directors, which has a wide range of experience in the legal, accountancy and tax professions. They are appointed by agreement between the participating bodies, following a process of advertising and open competition.

The Directors meet regularly to deal with executive business in accordance with the policies and priorities of the Company. The Directors have identified the principal risk areas, and the process of risk assessment is an integral part of the management function.

#### Directors Report for the Year Ended 31 December 2016

#### The Disciplinary Process

Under the Scheme, all the procedural arrangements are set out in Regulations, which the Board has the power to amend on its own authority. The Regulations which were operative during 2016 were those made by the Board in 2012. The Scheme itself, which is confined to principles, jurisdiction and powers, can be amended only with the approval of the participant bodies. The TDB's jurisdiction covers inadequate professional service and conduct unbecoming a professional, in addition to breaches of the participants' Professional Rules and Practice Guidelines. In order to comply with current anti-money laundering regulations, the TDB is able to discipline firms, as well as individual members, students and associates of the participating bodies. Under the Scheme, an Investigation Panel and a Disciplinary Panel are appointed by the Board, with members selected as a result of advertising and open competition. To ensure a balanced, independent process, lay persons participate in all stages of the disciplinary process, together with members of the Institute and Association and individuals with a legal qualification. Lay members form a majority at meetings of the Investigation Committee, the Disciplinary and the Appeal Tribunals.

Under the Board's Regulations, all complaints are examined by a Reviewer (currently the Executive Director) to ensure that they come within the terms of the Scheme. The Reviewer may reject trivial, vexatious or out-of-time complaints, subject to a right of appeal to an independent Assessor. Minor complaints which do not appear to involve misconduct may be referred to the participants for conciliation. The Reviewer also has powers to impose a fixed penalty for a breach of the participants' administrative requirements, subject to a right of appeal to a Disciplinary Tribunal. In all other cases, the Reviewer will correspond with both the complainant and the member, with a view to submitting a report to the Investigation Committee (IC).

The IC, which meets at regular intervals, consists of five members selected from the Investigation Panel. Its role is to examine the case papers in order to determine whether or not there is a prima facie case of professional misconduct, conduct unbecoming or inadequate professional service against the member. If it so determines, the IC may decide that the complaint is too minor or that there is insufficient evidence to warrant referring the matter to a Disciplinary Tribunal. In such cases, the IC has the option of ordering the case to rest on file for three years, during which time it may be revisited if another complaint is made against the member. All other complaints in which the IC finds a prima facie case must be referred to a Disciplinary Tribunal. There is no power to offer the member a consent order; instead, all significant cases will go to a Disciplinary Tribunal. In cases where the IC decides that no further action is warranted, the complainant has a right of appeal to an Investigatory Assessor.

Members of the Board of Directors do not participate in meetings of the Investigation Committee or the Disciplinary Tribunal.

Where a case is referred to a Disciplinary Tribunal, a presenter (usually a barrister) is appointed to prepare the charges against the member and to present the case on behalf of the TDB. The Disciplinary Tribunal consists of three members selected from the membership of the Disciplinary Panel. It is chaired by a legally qualified chairman, and includes another lay member and a member of one of the participating bodies. The Tribunal conducts a formal hearing, in the light of which it must make a finding and, in proven cases, impose an appropriate sanction, which can range from a warning or admonition through to exclusion from membership. In the event of a finding of misconduct, conduct unbecoming or inadequate professional service, costs are normally awarded against the member, and the Tribunal's findings are published. There is also power to award compensation for quantifiable losses incurred by the complainant in cases where inadequate professional service is proved. The TDB has issued and published on its website (www.tax-board.org.uk) guidance on a range of topics designed to assist panel members, including Indicative Sanctions Guidance.

Both the TDB and the member have a right of appeal against an order made by the Disciplinary Tribunal, but any application for an appeal hearing will first be examined by a Disciplinary Assessor in order to ensure that it meets the grounds specified in the Regulations. If the appeal is allowed to go ahead, it will be heard by an Appeal Tribunal consisting of three members drawn from the Disciplinary Panel who have had no previous involvement with the case.

### **Directors Report for the Year Ended 31 December 2016**

Membership of the TDB Panels during the year was:

Investigation Panel	Disciplinary Panel
B Anstice	S Brown
A Dean	P Cadman
G Fisher	V Charbit
A Gell	D Frost
L Jacobs (appointed 1 April 2016)	P Griffith
B Layton	M Kostick
W Nelson	L Lee
M Obi	R Lucking
B Palmer	J Page (appointed 1 April 2016)
P Pharaoh	T Payne
P Reid	M Ruffell (appointed 1 April 2016)
R Skells	

The Directors thank all the members of the Panels for their willingness to perform the roles assigned to them. They also wish to record their thanks to the Board's two part-time members of staff for their invaluable assistance during the year: Peter Douglas (Executive Director) and Nigel Bremner (Clerk to the Disciplinary Tribunal).

#### Review of the year

R Thomas

During the year 26 new complaints were received about members of the participating bodies (compared with 44 in the previous year). These included allegations of incompetence or lack of care, inadequate professional service, failure to respond promptly to correspondence and adverse findings at disciplinary hearings of other professional bodies. The participants also referred a number of members for failing to register their Anti-Money Laundering arrangements. A summary of case progress is set out below:

# **Directors Report for the Year Ended 31 December 2016**

	Number cases	of	Number cases	of
	2016		2015	
Complaints received by Reviewer				
Brought forward from previous year	9		19	
New cases in year	26		44	
	35		63	
Cases withdrawn or not pursued by complainant	10		27	
Cases rejected by Reviewer (trivial, vexatious or outside TD jurisdiction)	В			
Cases where fixed penalty imposed	4		12	
Cases referred to Investigation Committee	1		1	
Cases referred directly by Reviewer for presentation to Disciplina Tribunal	ry 8		14	
Cases carried forward to next year				
	-		-	
	12		9	
	35		63	
<b>Investigation Committee</b>			-	
No prima facie case	-		-	
Prima facie case but no action taken	-		2	
Case ordered to rest on file	-		1	
Referred for presentation to the Disciplinary Tribunal	8		10	
Cases adjourned pending receipt of more information	-		1	
	8		14	

#### **Directors Report for the Year Ended 31 December 2016**

	2016	2015
Disciplinary Tribunal		
Cases awaiting hearing at end of previous year	7	2
New cases referred by the Investigation Committee	8	10
New cases referred directly by the Reviewer	-	-
	15	12
	-	
Case dismissed	1	1
Sanction imposed	11	4
Cases awaiting hearing at the year end	3	7
	15	12
Sanctions imposed by Disciplinary Tribunals		
Warning	1	-
Censure	2	2
Censure & fine or compensation	2	-
Expulsion ℴ to pay compensation	1	-
Suspension	-	1
Expulsion	5	1
	11	4

#### **Appeal Tribunal**

No Appeal Tribunals were held in 2015 or 2016 but in 2015 one Appeal against a decision of the Special Admissions Panel of Association of Taxation Technicians was heard by the Board of the Taxation Disciplinary Board.

In accordance with the Board's policy, all those against whom the charges were found to be proved were ordered to pay the costs incurred by the TDB in pursuing the case. Whilst the Board recovered a significant amount in fines and costs during 2016, a number of defendants continue to ignore the orders made by the Disciplinary Tribunal, with the result that the Board had to spend time and resources in applying for court orders for the sums due. Whilst the Board will treat sympathetically genuine cases of ill-health or misfortune, it is a matter of concern that few defendants raise with the Disciplinary Tribunal their inability to pay the costs due. During 2014 the Board updated its guidance to defendants to encourage them to inform the Board as soon as possible of such matters to ensure that they are considered in determining the outcome of their case. Where the Board has applied for a court order for the resulting debt, this has invariably been granted by the courts. In a few cases where the member has failed to comply with the court order, the Board has obtained a charging order on the member's property, so that the debt becomes payable once the property is sold.

#### Directors Report for the Year Ended 31 December 2016

#### Other developments

During 2012 the Councils of the participants approved amendments to the Scheme in order to permit the introduction of interim orders in cases where the public may be at risk, particularly where a case alleges improper behaviour, dishonesty or incompetence but the complexity of the case requires a full and lengthy investigation of all the issues. Under new Regulations which took effect from January 2013, once the Investigation Committee has found that there is a prima facie case and decided to refer this to a Disciplinary Tribunal, it may then consider whether it appears to be in the public interest or necessary for the protection of the public for the member to be referred to an Interim Orders Panel. If so, the panel will be convened as quickly as possible in order to decide whether to impose an interim order. Such an order will normally entail the suspension of the member pending the Disciplinary Tribunal hearing. Interim orders are unlikely to be made very often: no such cases arose in 2013, 2014, 2015 or 2016.

In January 2014 the Board introduced additional Regulations which provide for:

- (i) A simplified procedure for presenting cases to a Disciplinary Tribunal where the defendant has accepted all the charges, thereby reducing costs;
- (ii) A power to enable an Interim Orders Panel to make an interim costs order

in cases which are likely to be complex and incur substantial costs; and

(iii) New arrangements to allow the TDB to publish the full written decisions of

Tribunals, redacting the names of complainants and other third parties.

#### **Taxation**

In a letter sent to the Board in May 2010, HMRC confirmed that Panel members would not need to be covered by PAYE arrangements in respect of their fees. HMRC also confirmed that, on the basis of its current financial arrangements, the TDB would not be liable for Corporation Tax.

#### Disclosure of information to the auditors

Each Director has taken steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information. The Directors confirm that there is no relevant information that they know of and of which they know the auditors are unaware.

#### Reappointment of auditors

Consequent on the retirement of the Auditors A-spire Business Partners Ltd in November 2015, a resolution for the appointment of Manningtons Chartered Accountants as auditors of the company was approved by the directors in December 2015 and a resolution for their re-appointment was proposed and approved at the susequent Annual General Meeting on 16 June 2016.

susequent Annual General Meeting on 16 June 2016.
Approved by the Board on 15 June 2017 and signed on its behalf by:
P A Douglas
Company secretary

#### **Statement of Directors' Responsibilities**

The Directors acknowledge their responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the surplus or deficit of the Company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and apply them consistently;
- · make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

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

# Independent Auditor's Report to the Members of The Taxation Disciplinary Board Limited

We have audited the financial statements of The Taxation Disciplinary Board Limited for the year ended 31 December 2016, set out on pages 12 to 22. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

#### Respective responsibilities of Directors and auditor

As explained more fully in the Statement of Directors' Responsibilities (set out on page 9), the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors to the financial statements.

#### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements 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 financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 December 2016 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
   and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

In our opinion the information given in the Strategic Report and for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

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

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

# Independent Auditor's Report to the Members of The Taxation Disciplinary Board Limited

A.E.J. Staples (Senior Statutory Auditor)
For and on behalf of Manningtons, Statutory Auditor

8 High Street Heathfield East Sussex TN21 8LS

15 April 2017

# Profit and Loss Account for the Year Ended 31 December 2016

	Note	2016 £	2015 £
Turnover	3	156,101	184,126
Cost of sales		(41,334)	(14,040)
Gross surplus		114,767	170,086
Administrative expenses		(148,772)	(107,278)
Operating (deficit)/surplus		(34,005)	62,808
Other interest receivable and similar income	4	154	191
	_	154	191
(Deficit)/surplus before tax		(33,851)	62,999
(Deficit)/surplus for the financial year		(33,851)	62,999

The above results were derived from continuing operations.

The company has no recognised gains or losses for the year other than the results above.

# Statement of Comprehensive Income for the Year Ended 31 December 2016

	Note	2016 £	2015 £
(Deficit)/surplus for the year		(33,851)	62,999
Total comprehensive income for the year		(33,851)	62,999

# (Registration number: 04210063) Balance Sheet as at 31 December 2016

	Note	2016 £	2015 ₤
Current assets			
Debtors	8	6,407	-
Cash at bank and in hand		88,601	123,083
		95,008	123,083
Creditors: Amounts falling due within one year	10	(95,008)	(123,083)
Net assets/(liabilities)			<u>-</u>
Capital and reserves			
Total equity		-	<u>-</u>
Approved and authorised by the Board on 15 June 2017 and	signed on its be	half by:	
D G Hudson			
Chairman			
F L Darby			
Director			
J R Dewhurst			
Director			

# Statement of Changes in Equity for the Year Ended 31 December 2016

	Profit and loss account	Total £
At 1 January 2016	33,851	33,851
Deficit for the year	(33,851)	(33,851)
Total comprehensive income	(33,851)	(33,851)
At 31 December 2016	-	-
	Profit and loss account	Total
At 1 January 2015	(62,999)	(62,999)
Surplus for the year	62,999	62,999
Total comprehensive income	62,999	62,999
At 31 December 2015		

# Statement of Cash Flows for the Year Ended 31 December 2016

	Note	2016 £	2015 £
Cash flows from operating activities			
(Deficit)/surplus for the year		(33,851)	62,999
Adjustments to cash flows from non-cash items			
Finance income	4	(154)	(191)
		(34,005)	62,808
Working capital adjustments			
Increase in trade debtors	8	(6,407)	-
(Decrease)/increase in trade creditors	10	(28,075)	123,083
Net cash flow from operating activities		(68,487)	185,891
Cash flows from investing activities			
Interest received	4	154	191
Application of funds			
Allocated to participators		33,851	(62,999)
Net (decrease)/increase in cash and cash equivalents		(34,482)	123,083
Cash and cash equivalents at 1 January		123,083	
Cash and cash equivalents at 31 December		88,601	123,083

#### Notes to the Financial Statements for the Year Ended 31 December 2016

#### 1 General information

The company is a company limited by guarantee incorporated in England and Wales.

The address of its registered office is:

8 High Street

Heathfield

East Sussex

**TN21 8LS** 

The principal place of business is:

PO Box 224

Rushlake Green

Heathfield

East Sussex

TN21 1DQ

These financial statements were authorised for issue by the Board on 15 June 2017.

### 2 Accounting policies

#### Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

#### Statement of compliance

These financial statements were prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

#### **Basis of preparation**

These financial statements have been prepared using the historical cost convention except that as disclosed in the accounting policies certain items are shown at fair value.

#### Revenue recognition

The Scheme is financed mainly by the Chartered Institute of Taxation and the Association of Taxation Technicians. The Investigation Committee and Disciplinary Tribunal costs are shared between the two bodies in proportion to the numbers of cases dealt with from each body. All other costs are shared equally.

The Disciplinary Tribunal is empowered to make orders for the payment of costs, fines and compensation to complainants. In addition, the Board is empowered to make orders for the payment of Fixed Penalty charges for breaches of the participants' administrative requirements. Credit is taken on receipt, sums outstanding are not included in the accounts.

### Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

#### Notes to the Financial Statements for the Year Ended 31 December 2016

#### **Trade creditors**

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the Company does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

#### 3 Revenue

The analysis of the company's revenue for the year from continuing operations is as follows:

	2016 £	2015 €
Rendering of services	156,101	184,126
4 Other interest receivable and similar income		
	2016 £	2015 £
Interest income on bank deposits	154	191

#### 5 Staff costs

The aggregate payroll costs (including directors' remuneration) were as follows:

	2016 £	2015 £
Wages and salaries	92,771	78,567
Social security costs	2,417	6,374
	95,188	84,941
The average number of persons employed by the company (including category was as follows:	directors) during the y	year, analysed by
	2016	2015
	No.	No.
Administration and support	4	4
6 Directors' remuneration		
The directors' remuneration for the year was as follows:		
·	2016 £	2015 £
Remuneration	27,054	19,746

# Notes to the Financial Statements for the Year Ended 31 December 2016

7 Auditors' remuneration			
		2016	2015
		£	£
Audit of the financial statements		2,000	1,920
8 Debtors			
		2016 £	2015 £
Other debtors		6,407	- -
Total current trade and other debtors		6,407	
9 Cash and cash equivalents			
		2016	2015
		£	£
Cash at bank		24,561	59,197
Short-term deposits		64,040	63,886
		88,601	123,083
10 Creditors			
		2016	2015
	Note	£	£
Due within one year			
Other payables		71,433	112,377
Accrued expenses		23,575	10,706
		95,008	123,083

# Notes to the Financial Statements for the Year Ended 31 December 2016

### 11 Transition to FRS 102

### **Balance Sheet at 1 January 2015**

	As originally		Remeasuremen		
		reported	Reclassification	ı t	As restated
	Note	£	£	£	£
Current assets					
Cash at bank and in hand		83,52			83,520
Creditors: Amounts falling due					
within one year		(83,520	)		(83,520)
Net assets/(liabilities)				<u> </u>	
Capital and reserves					
Total equity			_	_	

# Notes to the Financial Statements for the Year Ended 31 December 2016

## **Balance Sheet at 31 December 2015**

	As originally				
		reported	Reclassification	t	As restated
	Note	£	£	£	£
Current assets					
Cash at bank and in hand		123,08	3 -		123,083
Creditors: Amounts falling due					
within one year		(123,083	) -	-	(123,083)
Net assets/(liabilities)				<u>-</u>	<u> </u>
Capital and reserves					
Total equity				· -	_

# Notes to the Financial Statements for the Year Ended 31 December 2016

## Profit and Loss Account for the year ended 31 December 2015

		As originally		Remeasuremen	
	Note	reported £	Reclassification £	t £	As restated £
Turnover		156,10		-	156,101
Cost of sales		(41,335	) -	<u>-</u>	(41,335)
Gross surplus		114,766	5 -	-	114,766
Administrative expenses		(148,771	) -	-	(148,771)
Operating deficit Other interest receivable and similar		(34,005	-	-	(34,005)
income		154	1 -	-	154
		154	1 -	-	154
Deficit before tax		(33,851	-	-	(33,851)
Deficit for the financial year		(33,851	) -	-	(33,851)

# Detailed Profit and Loss Account for the Year Ended 31 December 2016

	2016 £	2015 £
Turnover (analysed below)	156,	101 184,126
Cost of sales (analysed below)	(41,3	334) (14,040)
Gross surplus	114,	767 170,086
Gross surplus (%)	73.52%	92.37%
Administrative expenses		
Employment costs (analysed below)	(95,1	188) (84,941)
Establishment costs (analysed below)	(1,2	226) (1,363)
General administrative expenses (analysed below)	(52,3	358) (20,944)
Finance charges (analysed below)		- (30)
	(148,7	772) (107,278)
Operating (deficit)/surplus	(34,0	005) 62,808
Other interest receivable and similar income (analysed below)		154 191
(Deficit)/surplus before tax	(33,8	351) 62,999

# Detailed Profit and Loss Account for the Year Ended 31 December 2016

	2016 £	2015 £
Turnover		
Contributions, fines collected and costs awarded	156,101	184,126
Cost of sales		
Compensation ordered by tribunals	1,757	445
Legal Costs	35,984	12,438
Transcripts for tribunals	3,593	1,157
	41,334	14,040
<b>Employment costs</b>		
Wages and salaries	(65,717)	(58,821)
Staff NIC (Employers)	(2,417)	(6,374)
Directors remuneration	-	(614)
Directors fees	(27,054)	(19,132)
	(95,188)	(84,941)
<b>Establishment costs</b>		
Light, heat and power	-	(195)
Insurance	(1,226)	(1,168)
	(1,226)	(1,363)
General administrative expenses		
Telephone and fax	(634)	(802)
Computer software and maintenance costs	(756)	(50)
Printing, postage and stationery	(2,976)	(1,300)
Training for panels	(9,207)	(1,303)
Recruitment	(460)	(396)
Costs relating to panel members	(25,580)	(9,820)
Sundry expenses	(2,244)	(286)
Travel and subsistence	(6,873)	(5,067)
Auditor's remuneration - The audit of the company's annual accounts	(2,000)	(1,920)
Regulations review	(1,628)	<u> </u>
	(52,358)	(20,944)
Finance charges		
Bank charges	-	(30)
Operating (deficit)/surplus	(34,005)	62,808
Other interest receivable and similar income		
Bank interest receivable	154	191
(Deficit)/surplus before tax	(33,851)	62,999