

Chair's report to the board of the Taxation Disciplinary Board, 26th June 2026

This report covers the chair's activities since the board met on 6th March and current issues.

Staff

The salary levels for TDB staff have subjected to a benchmarking review by our sponsor's external pay consultant and discussed with our sponsors' HR management. Jane Brothwood and I are bringing recommendations for this to the Board meeting for approval.

Cases

The Board had an extraordinary meeting on 18th May to discuss delays in progressing cases through the Investigating Committee and lack of Disciplinary Tribunal hearings during recent months and actions to address this. Rhian will provide the board with a further update in her report on case progression and recovery of a substantial debts in relation to cost awards made by the Disciplinary Tribunal.

Finance

I reported to the sponsor chief executives that we have gone below the level of reserves that we like to retain, partly reflecting the lack of progression of cases to final resolution and any award of costs, while costs are incurred in the meantime. In addition, work still remains to be done to provide the necessary information to support fuller recovery of costs incurred through cost awards.

Quality Assurance

Following the Quality Assurance exercise reported in my last board report, Jane Brothwood and I are meeting CIOT/ATT Professional Standards on 2nd June and will report on this verbally at the Board meeting.

Change programme

The delays described above in progressing cases have reinforced the case for the Change Programme without delay. Rhian is close to completing the redraft of our regulations and I have been pleased to provide support in reviewing this work and sharing my experience working with other regulators. I have invited Dan to review the draft and provide the Board with comments and suggestions ahead of the Board approving the regulations in principle ahead of them being checked by an outside lawyer with expertise in professional regulation law. I have agreed with the sponsor chief executives that we will take the new regulations to their Councils in September and October for approval, for adoption at the earliest practical opportunity, Rhian and I are meeting on 15th June to examine the critical path for adoption of the new

regulations, and will brief the Board on the timetable and practical steps for implementation.

The Board meeting will also address the lessons from the pilot using Capsticks to support the operations team in case progression and stepping in to replace existing case presenters. The emerging evidence points to direct employment of a single lawyer possibly being a cost-effective route to addressing this need.

Brian Palmer

This will be Brian's final meeting, following Sean Ferguson joining the Board as the ATT nominated director from 1st April. I look forward to expressing my thanks and that of the Board to Brian (albeit with regret at his departure as we will certainly miss his wisdom and his knowledge of the recent history of TDB) in person at the Board but want to put on record our thanks to Brian for his contribution to TDB through some challenging times over his tenure.