

ARC AGM 2017

16 & 17 May 2017

**Manchester Conference Centre
Sackville Street
Manchester M1 3BB**



**Representing all senior managers
and professionals in HMRC**

NOTICE OF MEETING

The 2017 Annual General Meeting of ARC will be held on Tuesday 16 May at 13:00 - 16:00 and on Wednesday 17 May at 10:00 - 12:00 at the Manchester Conference Centre, Sackville Street, Manchester M1 3BB

Members should note that for security reasons they will only be admitted on satisfactory evidence of membership or production of ID.

The conduct of the Annual General Meeting is set out in section 17 of the ARC Rules.

Members should note Rules 17.2.1 - 17.2.3, under which any member may attend but only representatives have the right to vote and speak. Voting cards will be included in the pack issued to representatives on the day.

CONTENTS	Page
Notice of meeting	3
Contents	3
Report of the Procedure Sub Committee	3
Provisional Timetable	4
Agenda	9
ARC Committee 2016/2018	38
Annual Report 2016/2017	39
Trustees Report & Accounts	45

FIRST REPORT OF THE PROCEDURE SUB-COMMITTEE

A total of 88 motions were received for the 2017 Annual General Meeting, 86 of which were in order, the other two were withdrawn.

Delegates are advised that, due to the number of motions submitted, the time limits for speeches are as follows: Movers of motions have 2 minutes in which to speak. All other speakers including seconders have 1 minute 30 seconds. The time limits are an effort to complete the agenda in the time available. Motions included on the agenda do not require formal seconding. Emergency motions and amendments will, however, require to be formally seconded.

Amendments and Emergency Motions

The rules for timings of the amendments and emergency motions are covered at 8 - 15 inclusive of the standing orders.

Zohra Francis

Secretary

Provisional Timetable

The timetable may be subject to change to accommodate amendments and emergency motions. Any revised timetable will be issued with the second report of the Procedure Sub-Committee on the day of the AGM. Centres must therefore ensure that they have movers present even at times when this timetable implies that they may not be called. Motions not moved when called may fall.

Motions marked (*) or (+) will be subject to common debate.

13:00-13:10

Domestic Matters

President's opening remarks and 3rd report of Procedure Sub-Committee

- 1. Minutes of the ARC AGM 2016 (Committee)**
- 2. Annual Report (Committee)**
- 3. Treasurer's Report (Committee)**
- 4. Benevolent fund accounts (Committee)**
- 5. General fund transfer (Committee)**
- 6. Provisional Sectional Subscription (Committee)**

13:10 - 14:00

Rules

- 7. Committee**

Pay

- 8. (*) N Ireland**
- 9. (*) Cambridge**
- 10. (*) Committee**
- 11. (*) Glasgow**
- 12. (*) Manchester**
- 13. (+) North East**
- 14. (+) North East**
- 15. (+) Liverpool**
- 16. West Midlands**
- 17. Leicester**
- 18. Cambridge**

Health & Safety

- 19. (*) Bristol
- 20. (*) West Midlands
- 21. (+) West Midlands
- 22. (+) Manchester
- 23. (*) Nottingham
- 24. (*) Nottingham
- 25. Bristol

14:00 - 14:40

IT Equipment

- 26. London BCD
- 27. Nottingham

Career Paths

- 28. (*) West Midlands
- 29. (*) Leicester
- 30. (+) Glasgow
- 31. (+) Committee
- 32. Glasgow
- 33. Glasgow
- 34. Liverpool

Staff Resources

- 35. (*) Committee
- 36. (*) London BCD
- 37. Leicester
- 38. London BCD

14:40 - 14:50

Dave Penman - General Secretary FDA

14:50 - 15:05

Equality

- 39. Committee**
- 40. South & West Wales**
- 41. Committee**
- 42. Oxon & Bucks**
- 43. Committee**

15:05 - 15:25

Paul Novak - Deputy General Secretary TUC

15:25 - 16:00

Daily Travel Allowance

- 44. (*) Nottingham**
- 45. (*) Leicester**
- 46. (*) Cambridge**
- 47. (*) Oxon & Bucks**
- 48. Edinburgh**

Performance Management

- 49. (*) Committee**
- 50. (*) Edinburgh**
- 51. Cambridge**

Northern Ireland

- 52. Northern Ireland**
- 53. Northern Ireland**

We reconvene tomorrow at 10.00 prompt

Wednesday 17 May

10:00 - 10:30

Flexible Ways of Working

- 54. (*) West Midlands
- 55. (*) Oxon & Bucks
- 56. (*) Cambridge
- 57. (*) Oxon & Bucks
- 58. (+) Committee
- 59. (+) Legal & Governance
- 60. (+) London BCD
- 61. Liverpool

TOIL

- 62. (*) North East
- 63. (*) Manchester

Vacancy Filling

- 64. (+) South & West Wales
- 65. (+) Bristol

BREXIT

- 66. (*) Legal & Governance
- 67. (*) Committee
- 68. (*) Liverpool

10.30 - 11:00

Jim Harra

11:00 - 11:10

Vicky Johnson - ARC President

11:10 -11:30

Trainees

- 69. (+) Manchester
- 70. (+) South & West Wales
- 71. (*) North East
- 72. (*) Liverpool
- 73. (*) North East
- 74. (+) Liverpool
- 75. (+) North East
- 76. Manchester
- 77. Liverpool
- 78. West Midlands

11:30 - 11:55

Attendance management

- 79. (*) London BCD
- 80. (*) Glasgow
- 81. Edinburgh
- 82. Legal & Governance

Building Our Future

- 83. Liverpool
- 84. Oxon & Bucks
- 85. North East

Long Hours

- 86. Liverpool

11:55 - 12:00 President's Closing Remarks

AGENDA

Domestic Matters

1. TO CONFIRM the minutes of the 2016 Annual General Meeting.

Committee

Passed	Lost	Withdrawn	Remitted	Amended

2. TO RECEIVE the Annual Report.

Committee

Passed	Lost	Withdrawn	Remitted	Amended

3. TO RECEIVE the Honorary Treasurer's Annual Report and Statement of Accounts.

Committee

Passed	Lost	Withdrawn	Remitted	Amended

4. TO RECEIVE the Benevolent Fund Accounts.

Committee

Passed	Lost	Withdrawn	Remitted	Amended

5. That this AGM resolves that no transfer be made to the General Fund of the Benevolent Fund during 2017.

Committee

Passed	Lost	Withdrawn	Remitted	Amended

6. That this AGM resolves that the provisional sectional subscriptions for 2017 shall be £3.

Committee

Passed	Lost	Withdrawn	Remitted	Amended

Rules

7. That this AGM agrees to amend the rules of the Association of Revenue and Customs so that there can be a cessation to the political fund levy and the balance of the fund can be transferred to ARC General Fund.

It was agreed at the last AGM to ballot members about the cessation of the political fund. That ballot was completed on 3 March 2017 and the membership resoundingly agreed to that cessation.

Accordingly this AGM agrees the following amendments to rules:-

New transitional rule 3.6.1 should be inserted...

3.6.1 Transitional rules for the cessation of the political Fund

3.6.1.1 ARC Committee shall notify FDA that they wish to discontinue the collection of Political Fund subscriptions.

3.6.1.2 Once those funds have ceased to be collected any Political Fund Balance shall be transferred to ARC General Fund.

3.6.1.3 Once the funds have been transferred, the whole of rule 3.6 including sub-rules, and Schedule 3 of the rules can be deleted.

Committee

Passed	Lost	Withdrawn	Remitted	Amended

Pay

8. (*) This AGM notes a complete lack of pay progression through pay scales within HMRC. This AGM instructs ARC Committee to raise this issue during pay negotiations and to push HMRC to reinstate a contractual right to progression pay.

Northern Ireland

Passed	Lost	Withdrawn	Remitted	Amended

9. (*) This AGM notes the appalling results of the members 'actual pay survey'.

This AGM instructs Committee to press for pay rises which are at least in line with inflation.

Cambridge

Passed	Lost	Withdrawn	Remitted	Amended

10. (*) That this AGM recognises that the 1% pay cap has exacerbated the issue of pay differentials between HMRC employees and comparable private sector workers. Hays Salary Survey data found that for 2016 average pay-rises in the Accountancy sector were 1.4% and the UK average pay-rise was 1.8%, which demonstrates that the 1% for HMRC employees is increasingly sub-standard.

The current pay system is not reflective of experience or expertise and the inability to progress through a range will lead to significant recruitment and retention issues as well as inequities where colleagues of a similar level are paid different amounts based on circumstance alone.

This AGM calls upon ARC Committee to work with the employer on a pay deal which is better aligned to the private sector figures, reflective of employees' experience and gives a realistic expectation that there is scope for movement within each pay range.

Committee

Passed	Lost	Withdrawn	Remitted	Amended

11. (*)That this AGM remains concerned with the ongoing issues around inequality of pay. The lack of pay progression has resulted in scenarios where staff who have been in grade for a number of years now earn less than colleagues who are newly promoted and where we have line managers managing peers who earn substantially more than their manager, impacting on take home pay and on future retirement benefits. This is unfair and discriminatory and with no progression in place that discrimination is enshrined for ever. It is also contrary to what the department set out to achieve by shortening pay grades. It is not right that colleagues who have been in their grade for a number of years earn less than colleagues who have been in post for a shorter period and are doing similar or less weighty roles.

This AGM instructs committee to pursue with the department a fair pay policy that ensures that colleagues receive equal pay for equal work.

Glasgow

Passed	Lost	Withdrawn	Remitted	Amended

12. (*)This AGM notes that DWP were recently treated as a 'Special Case' in pay negotiations, resulting in an agreement on pay that, whilst certain T&Cs were given up, resulted in the 1% pay rise limit across the civil service, being broken.

This AGM instructs Committee to liaise with ExCom about treating HMRC as a 'Special Case' and explore alternatives to the rigid pay rise restrictions that currently exist.

Manchester

Passed	Lost	Withdrawn	Remitted	Amended

13. (+)That this AGM instructs Committee in relation to the recent G7 FIS FPU Accountants recruitment exercise, to seek out the following facts

1. How many applicants were offered HSP?
2. How much were they offered?
3. What criteria were used to decide who was offered HSP?
4. What the applicants are going to be expected to do over and above what is expected of existing G7 FIS FPU Accountants who are on lower pay than HSP?

North East

Passed	Lost	Withdrawn	Remitted	Amended

14. (+) That this AGM instructs Committee in relation to Higher Starting Pay (HSP) to establish what considerations are to be given by HMRC to the engagement and morale of existing staff who are being paid less than the HSP being offered?

North East

Passed	Lost	Withdrawn	Remitted	Amended

15. (+)That this AGM instructs Committee to seek commitment from HMRC that if any staff are recruited externally for Brexit they will not be rewarded more than anyone recruited internally at the same grade.

Liverpool

Passed	Lost	Withdrawn	Remitted	Amended

16. That this AGM notes the continuing and growing disappointment and disillusion amongst members who after being in the same grade in many years are still on rates of pay that are much closer to the bottom of the pay range than the top.

This AGM therefore instructs Committee to make it a key priority in this year's pay negotiations to secure a move up the pay range for members in grades 6 and 7 who have been in the grade for more than a specified number of years and who are still closer to the bottom than the top.

This AGM also instructs Committee to ensure that any framework for advancing colleagues up the pay range in this year's pay offer includes protection against overtaking. Any such protection should focus on colleagues with similar or longer periods in the grade.

For the purposes of this year's pay negotiations only, and not for any future pay negotiations, **this AGM** authorises Committee to consider trading off an increase to the maximum of the grade 6 and 7 pay scales for a move up the range for the specified group of colleagues.

West Midlands

Passed	Lost	Withdrawn	Remitted	Amended

17. That this AGM recognises that HMRC benefits from the movement of professionals between disciplines and calls upon ARC Committee to recognise the benefits that this brings to both business delivery and personal development in pay negotiations.

This AGM calls upon ARC to consider the potential adverse effects that specialist pay in certain roles would have on the creation of 'T-shaped' Civil Servants before agreeing to any such pay offer.

Leicester

Passed	Lost	Withdrawn	Remitted	Amended

18. This AGM notes that job advertisements for HMRC routinely state a pay range including the max of the 'scale'. However, as it is now impossible to reach the top of the pay band this is neither honest nor truthful advertising. **This AGM** instructs Committee to press HMRC to cease this misleading advertising and if it does not do so then to refer HMRC to the advertising standards agency.

Cambridge

Passed	Lost	Withdrawn	Remitted	Amended

Health and Safety

19.(*) **That this AGM** notes that the introduction of hot desking to sites which are neither designed nor adapted to suit is causing unnecessary levels of downtime and personal inconvenience to members arising from the insufficiently forward-looking facilities in such sites. This AGM therefore instructs Committee to press the employer for immediate provision of :

- a. Adequate personal storage for all members, taking into account outerwear including cycling, running and walking gear.
- b. Facilities suitable for the storage of personal effects and the movement of the same between storage and desks.

Bristol

Passed	Lost	Withdrawn	Remitted	Amended

20. (*)**That this AGM** notes the needs of staff in providing adequate facilities in the new Regional Centres, incorporating the promises in BOF1 that there will be wellbeing facilities for all staff.

That this AGM instructs Committee to discuss the provision of adequate facilities for the health, safety and wellbeing of staff, to include sufficient canteen/rest areas to discourage staff eating at desks shared by others, gym facilities, crèches, bicycle lock up, showers, prayer room with washing facilities, separate first aid room and lockers.

West Midlands

Passed	Lost	Withdrawn	Remitted	Amended

21. (+) That this AGM notes that HMRC's procedures for the handling of infestations in office buildings are insufficient.

For example, mice have been present on two floors of City Centre House in Birmingham since November 2016, and were still present at the end of March 2017.

This AGM asks Committee to ensure that HMRC does not allow current accommodation providers to ignore their responsibilities in buildings to be vacated, and instructs committee to review procedures with HMRC so that infestations, which need urgent attention, can be dealt with before they get out of control.

West Midlands

Passed	Lost	Withdrawn	Remitted	Amended

22. (+)This AGM notes that some of the Regional Centre moves will now take place later than first envisaged. The current state of some of the existing buildings is unacceptable and affects staffs' ability to work efficiently

This AGM instructs Committee to liaise with ExCom, especially Estates and ensure that there is investment in the current accommodation prior to any moves to ensure work environments are fit for purpose.

Manchester

Passed	Lost	Withdrawn	Remitted	Amended

23. (*)That this AGM believes that the procedures relating to gaining entry into HMRC buildings is inconsistent across the country. This needs to be addressed along with the ability to know how many staff are within the building for fire safety and other purposes. A consistent and robust system needs to be in place across the estate.

AGM instructs Committee to work with the employer to develop national policy and a building access system to ensure the implementation and maintenance of safety standards.

Nottingham

Passed	Lost	Withdrawn	Remitted	Amended

24. (*)That this AGM believes that the clarity around the responsibilities of the employer and the routes of escalation for Health & Safety issues is sadly lacking.

This AGM wants clear guidance for each site on how to deal with and escalate Health and Safety issues arising.

Nottingham

Passed	Lost	Withdrawn	Remitted	Amended

25. That this AGM notes that, whilst ARC is committed to supporting the move to Regional Centres, the closure of some offices well in advance of new accommodation becoming available is creating unprecedented levels of hot desking in sites which have neither been designed nor adapted to deal with this method of working. This AGM is therefore concerned at the health and safety implications of members using furniture and IT equipment which cannot be adjusted to suit individual requirements.

This AGM therefore instructs Committee to press the employer for the immediate provision of IT equipment and furniture which are health and safety compliant and consistent with the standards HMRC wishes to see applied in the Regional Centre environment.

Bristol

Passed	Lost	Withdrawn	Remitted	Amended

IT Equipment

26. That this AGM requests that all trainees and staff new to HMRC be allocated tablets and appropriate IT software and hardware promptly on arrival so that the IT equipment is available to use as they first start in the office. This is particularly important for trainees as Tax Academy intend to deliver more and more training content electronically. It is also important for new colleagues who need extra support. For all staff, however, it will enable them to be effective from the start of their employment.

London BCD

Passed	Lost	Withdrawn	Remitted	Amended

27. That this AGM is pleased that the new IT kit and software being introduced by HMRC is a benefit to the business and staff, however it finds that the inconsistencies and operational difficulties adversely affect the morale, business delivery and the ability to work flexibly.

This AGM instructs Committee to enter into discussions with the employer to increase the clarity and speed of the roll out as well as improve the communication with staff.

Nottingham

Passed	Lost	Withdrawn	Remitted	Amended

Career Paths

28. (*)That this AGM notes that the HMRC's location announcements in June 2016 indicated the intention to remove whole lines of business from some regions. **This AGM** is concerned that this will restrict career opportunities for ARC members and is contrary to the commitment to provide meaningful scope to develop a full career within each regional centre.

This AGM instructs Committee to press ExCom to ensure that all regional centres contain a full range of roles from all three HMRC groups under the new Organisational Design, including technical, policy, compliance, management and operational delivery, covering a wide variety of HMRC professions, with a reasonable amount of Grade 6 and SCS roles in every centre. This should include addressing the imbalance of senior roles between London and the rest of the UK.

West Midlands

Passed	Lost	Withdrawn	Remitted	Amended

29. (*)That this AGM recognises the challenges and opportunities provided through the Building Our Future programme in retaining skilled staff. We ask committee to impress on HMRC that retention of people with the right skills in the right jobs is more important than bums on seats in the right locations, and that the blocking of level transfers across Business Streams may be a barrier to this.

Leicester

Passed	Lost	Withdrawn	Remitted	Amended

30. (+)That this AGM notes with concern that limiting the lines of business represented in Regional Centres will restrict career development opportunities for staff and will therefore impact adversely on the talent pipeline for SCS roles.

This AGM instructs Committee

- to engage with HMRC in ensuring that the range of roles available within each Regional Centre are sufficient to allow talented staff to develop the skills required to progress to SCS
- to engage with HMRC to ensure that SCS roles are available in Regional Centres and to ensure that HMRC delivers on its BoF promises around providing full careers and career paths within Regional Centres

Glasgow

Passed	Lost	Withdrawn	Remitted	Amended

31. (+)This AGM is concerned that senior leadership responsibilities are disproportionately distributed among SCS members and that performance expectations do not take this into account.

We have an overwhelming London-centric bias in the location of our SCS posts. In a number of regional centre areas we have a small number of SCS posts and the post holders are expected to play a leading role in the creation of those regional centres. This contrasts with numbers in London and in some transitional sites where the numbers are such that in essence we have more post holders than we need to “do” the leadership required for those locations. In those regions with small numbers of SCS posts no additional posts or resources have been allocated to this, and this coincides with a reduction in numbers, other than in highly specialised roles such as IT, and an increase in other performance expectations.

This AGM instructs Committee to engage with HMRC to ensure that appropriate time is allocated across SCS members such that leadership and all other responsibilities are fairly allocated and resourced.

Committee

Passed	Lost	Withdrawn	Remitted	Amended

32. That this AGM notes that the substantial investment in training and mentoring of graduate recruits in recent years will only pay dividends if HMRC is able to retain them. For the increasing number of colleagues reaching ARC grades very early in their careers and with many decades of working life ahead of them the opportunity for varied career paths through side-ways moves within Regional Centres will be key to their retention.

This AGM is concerned that the current line of business location plans provide too few opportunities for varied career paths and side-ways moves at ARC grades within individual Regional Centres and is concerned that graduate retention rates will suffer.

This AGM instructs Committee

- to engage with HMRC in ensuring that there are more varied opportunities at ARC grades in each Regional Centre and to challenge Line of Business plans where appropriate
- to engage with HMRC on the looming issue of graduate retention.

Glasgow

Passed	Lost	Withdrawn	Remitted	Amended

33. That this AGM is concerned that as work is being shuffled between locations and teams in the run up to Regional Centres there is a risk that the higher grade work will not always move with the main body. While AGM acknowledge that it would be foolish to waste existing expertise it notes that stripping out the higher grade work before it is transferred is incredibly demotivating, deprives teams of promotion opportunities and runs the risk of inviting deskilling as new teams inevitably have to upskill locally when new work arrives whether or not this is officially recognised through promotions.

This AGM instructs Committee to seek assurances that where work is moved in future, proper consideration is given to promotions or to movement of staff within the new area.

Glasgow

Passed	Lost	Withdrawn	Remitted	Amended

34. That this AGM instructs Committee to seek commitment from HMRC that the promise of a better career outside of London will transpire.

Currently we are seeing no apparent change in policy of retaining the bulk of SCS jobs within London. There still seems to be a position where you need to challenge getting a SCS job to move out of London, whereas the first question should really be “why does this need to be in London?”

We would like to see current figures on % of jobs in London and compare this to pre- BOF (say 2011) that support the department’s promises.

Liverpool

Passed	Lost	Withdrawn	Remitted	Amended

Staff Resources

35.(*) That this AGM instructs Committee to seek commitment from HMRC to ensure that sufficient resources are allocated to fully support the Tax Specialist Programme, and the Band T community more generally. This should be within Tax Academy itself to enable and facilitate effective learning, but also in the business areas where trainees work, to provide practical help, coaching and mentoring. Committee feels that the development of G7 tax professionals is not something that can be done ‘on the cheap’.

The resourcing could include:

- An adequate number of BLMs who are all experienced tax professionals with the necessary training and continuous support provided to them.
- A separate budget for T&S to allow trainees to accompany experienced staff to customer meetings in order to learn and develop.
- Enough course designers, not just to write all the training materials, but to keep it current and rectify mistakes that have been noted.
- Sufficient compliance staff who have part of their role formally allocated to the mentoring role.
- Sufficient staff within Tax Academy to respond quickly to first class messages and to get timetables drawn up promptly.

Committee

Passed	Lost	Withdrawn	Remitted	Amended

36. (*)This AGM asks Committee to take action to enable the Tax Specialist Programme to run effectively and with least disruption to trainees.

TSP is often described as HMRC's flagship tax professional training programme yet Tax Academy is chronically under-resourced to deliver it. This is not surprising as Tax Academy is under pressure to deliver training as never before and the TSP programme is a comparatively small part of that requirement. They are struggling to find people at all stages of the process from administration (timetabling, finding rooms, dealing with reasonable adjustments, finding invigilators), sufficient numbers of technical tutors to deliver the course content, to having to rely on final year trainees to update course content because there is literally no-one else to do it, to manage and update the programme itself at a time when it is being re-blended, and finally to keep the programme guidance up to date.

To this end Committee are instructed to engage with official side to make the case that Tax Academy must be properly resourced if it is to deliver it's challenging programme of tax professional training not only for the TSP programme but for the Tax Academy Routeway programmes as well.

London BCD

Passed	Lost	Withdrawn	Remitted	Amended

37. That this AGM recognises the need for tax specialists across all heads of duty to effectively police the system and ensure compliance by acting as a deterrent to our non-compliant customers.

This AGM calls upon ARC to ensure that resource is not materially moved between heads of duty purely in an attempt to increase short-term yield.

This AGM calls upon ARC to ensure that all Lines of Business have sufficient resource in all heads of duty to maintain effective control over addressing future non-compliance.

Leicester

Passed	Lost	Withdrawn	Remitted	Amended

38. That this AGM asks Committee to engage with official side to curb complex HR functions (such as dealing with potential dismissal as a result of poor performance) being devolved to managers without adequate professional HR support.

This will better support managers to do their jobs professionally and at the same time help reduce grievances where processes are not correctly followed particularly with regard to employment law.

London BCD

Passed	Lost	Withdrawn	Remitted	Amended

Equality

39. That this AGM notes that ARC has still been unable to access any rigorous statistical analysis about the move to regional centres in relation to diversity outcomes. The engagement and consultation to date has been piecemeal.

AGM instructs Committee to continue to seek answers and to continue to feed in the views and concerns of ARC members to ensure that HMRC puts words into actions in creating diverse and inclusive workplaces.

Committee

Passed	Lost	Withdrawn	Remitted	Amended

40. That this AGM asks Committee to take steps to work with the department in the spirit of the Guaranteed Interview Scheme, to close the loophole where a vacancy at G6 and G7 can be filled without holding an interview, even where there is a GIS applicant, so overriding the level playing field for people with disabilities that the scheme seeks to address.

South & West Wales

Passed	Lost	Withdrawn	Remitted	Amended

41. That this AGM notes there is currently no formal guidance available on the intranet about the menopause. Given the demographic of our workforce, with most people in Grades 6 & 7 over 45, this is an issue which affects, directly or indirectly a high number of ARC members.

Given this statistic the lack of information and guidance is unacceptable, implying as it does that it is not an important issue. The menopause is vastly underplayed and many managers have little understanding in how to handle staff experiencing symptoms given the taboo that exists around the subject.

ARC's research on the issue has shown that there is a range of both physical and mental symptoms all of which have the potential to impact on the ability to work effectively and with a resulting impact on performance marking. At the moment there are often no adjustments made because the lack of guidance leads to the assumption that none are available.

Women require support, sensitivity and flexibility to enable them to continue to give good service during the perimenopause and menopause. They need to have structures in place at work to enable them to access this support, if necessary outside of their management chain.

AGM instructs Committee to work with HMRC to

- Ensure the About You Guidance is updated to include information about the menopause and the support available.
- Put on a series of awareness raising sessions for women experiencing the symptoms and to upskill managers;
- Set up a buddy system to access support outside of the management chain if needed;
- Consider what other, sensible steps can be taken to ensure the wellbeing of women experiencing menopausal symptoms

Committee

Passed	Lost	Withdrawn	Remitted	Amended

42. That this AGM agrees that HMRC's guidelines for flexible working, as agreed for an individual, should be fully compliant with the Equality Act 2010 (and the equivalent equality legislation in Northern Ireland), any Carer's Passport held and take into account the anticipated health consequences of any move on an individual

Oxon & Bucks

Passed	Lost	Withdrawn	Remitted	Amended

43. That this AGM notes people can experience a loss of confidence, or feel like they are not up to speed in what's going on in the work place when they have a break from their career for any reason. HMRC's keeping in touch ("KIT") arrangements are in many cases inadequate.

Whilst **AGM** does wish ARC to continue to work with HMRC to ensure that there are better KIT arrangements, and to make the formal transition back to work as easy as possible, we also consider that ARC members are well placed to provide informal support to their colleagues. Assistance outside of the management chain is often more helpful, because colleagues are more able to have frank, open discussions.

This AGM instructs Committee to consider how an informal buddy support system can be set up, utilising the experience of ARC members many of whom will recently have been through similar experiences and are happy to help their colleagues through, to provide support, guidance and mentoring to help people return to work smoothly and to build their confidence back up.

Committee

Passed	Lost	Withdrawn	Remitted	Amended

Daily Travel Allowance

44. (*)That this AGM believes that whilst offering Daily Travel Assistance to those adversely affected by office closure under the Building Our Future programme is helpful to staff, not grossing-up payments means that staff are substantially out of pocket for reasons outside of their control.

This AGM instructs Committee to enter into negotiations with the employer to gross up DTA payments. This AGM notes that this measure may mean fewer resignations when offices close and thus retention of staff with valuable experience, knowledge and skills.

Nottingham

Passed	Lost	Withdrawn	Remitted	Amended

45. (*)That this AGM recognises that HMRC has agreed to payment of Daily Travel Assistance for all staff moving into Regional Centre locations.

This AGM calls upon ARC to press HMRC to recognise that the tax and NICs payable on the DTA sums leaves staff out of pocket. **This AGM** calls upon ARC to press HMRC to develop a resolution which neutralises the financial penalty which arises as a result of the current taxation of payments made to individuals.

Leicester

Passed	Lost	Withdrawn	Remitted	Amended

46. (*) This AGM notes the large number of people whose lives are being disrupted by BoF; many having to endure additional travel to get to work, and who are suffering financially to do so.

This AGM instructs Committee to press for DTA to be paid grossed up for tax and NIC.

Cambridge

Passed	Lost	Withdrawn	Remitted	Amended

47. (*) That this AGM agrees that anyone moving office under HMRC's BOF programme should be eligible to receive grossed up DTA as this is otherwise effectively yet another pay cut suffered by staff, subsidising HMRC's BOF plans

Oxon & Bucks

Passed	Lost	Withdrawn	Remitted	Amended

48. That this AGM instructs Committee to enter into negotiations with the department with the objective of ensuring that no ARC member should be obliged to lose their job against their wishes; and that no ARC member should suffer financial detriment as a result of having a longer and/or more expensive journey to work.

At the end of these negotiations, Committee should report the outcome to the membership, and if those objectives have not been achieved, seek members' views of how they want to respond.

Edinburgh

Passed	Lost	Withdrawn	Remitted	Amended

Performance Management

49 (*)This AGM notes the success of Committee in removing the guided distribution from PMR. It also notes the opportunity provided by allowing the current year for proper collaboration between Unions and Official Side to deliver a PMR system that works for employer and employee alike.

This AGM asks Committee to continue to engage with the Department and other Unions to deliver a PMR system which should have these core principles embedded within it:-

- Set goals agreed at the outset which provide certainty as to what expectations are for the year.
- Removal of any procedures that allow guided distribution to remain a feature in practice.
- A major reduction in the time and administrative burdens placed on non-managers and managers.
- Performance ratings to be fair.
- The actual removal of discriminatory outcomes.
- A set of checks and balances and a process of continuous improvement that holds the Department to account and ensures that shortcomings are systematically resolved.
- Forward looking performance discussions that focus on success and development.
- Tangible benefits for managers and non-managers.

Committee

Passed	Lost	Withdrawn	Remitted	Amended

50. (*)That this AGM whilst welcoming the abolition of the 10% must improve quota, by far the most insidious aspect of a failed and discredited system of performance management; considers that the whole system needs to be scrapped and a new and fair system built from scratch. Only in this way will the built-in bias and the rotten culture which quickly grew up around the PMR system be rightfully consigned to the dustbin of history.

This AGM therefore instructs Committee to negotiate with the department to seek a new and fair system untrammelled by quotas or unreasonable expectations for jobholders.

Edinburgh

Passed	Lost	Withdrawn	Remitted	Amended

51. (*)This AGM welcomes Jon Thompson's changes to PMR and instructs Committee to ensure the spirit of the changes are uniformly applied across HMRC.

Cambridge

Passed	Lost	Withdrawn	Remitted	Amended

Northern Ireland

52. This AGM notes that recently (February 2017) HMRC decided that employees of the Northern Ireland Civil Service (NICS) could apply for HMRC vacancies at stage 3. However, HMRC employees are not currently allowed to apply for jobs advertised by the NICS at stage 3.

It is noted that the NICS is not covered by the Cabinet Office protocols and the inability to move between HMRC and the NICS has been in place for many years.

Should the decision to open the ability for NICS staff to apply for HMRC stage 3 vacancies be accepted, a reciprocal arrangement is not in place, creating disparity and could disadvantage HMRC employees at all grades.

In addition, it was noted that employees of the NICS have the advantage of progression pay to move from the minimum to the maximum pay point in a defined time bound manner.

This AGM asks that Committee consult with the relevant stakeholders (which may include HMRC, NICS, or Cabinet Office)

1. To confirm the basis on which the decision was made to allow NICS staff to apply for vacancies at stage 3.
2. If appropriate, work to ensure a reciprocal arrangement is implemented.
3. To consult to confirm if employees of the NICS, unlike HMRC, have contractual rights to progression pay to move from the minimum to the maximum pay scales in a define time frame?

Northern Ireland

Passed	Lost	Withdrawn	Remitted	Amended

53. This AGM notes that a policy change, allowing staff in the Northern Ireland Civil Service to apply for UK Civil Service jobs advertised at level 3, was notified to stakeholders as having had DTUS consultation. DTUS were told of the policy change two days before the announcement and no consultation took place.

This AGM agrees that notifying DTUS does not mean there was consultation. This is because consultation involves being given adequate notice of a proposal and an opportunity to provide a response. Stating that DTUS were consulted implies that this has already taken place.

This AGM mandates Committee to instruct HMRC's senior leadership that announcements where no DTUS consultation took place should be accurate, only stating that DTUS were notified when that is what took place.

Northern Ireland

Passed	Lost	Withdrawn	Remitted	Amended

Flexible Ways of Working

54. (*)That this AGM notes with concern that HMRC's stated policy, of limited flexibility for staff to work at home and remotely from Regional Centres, appears to be out of step with modern working practices in other government departments and amongst some private sector employers.

This AGM therefore instructs Committee to engage with ExCom to ensure that HMRC catches up with best practice for flexible and home working for at least part of the week. This should include harnessing the power of technology to enable truly effective flexible and remote working, with the aim of securing for HMRC and its employees the benefits of a better lifestyle with positive benefits for recruitment & retention, a reduced carbon footprint, enhanced accommodation of diversity, better mental & physical health, improved productivity and more effective use of property.

West Midlands

Passed	Lost	Withdrawn	Remitted	Amended

55. (*)That this AGM agrees that anyone moving under BOF should have a clear agreement on flexible working well before the move takes place, which it is accepted will become part of their terms and conditions and so not subject to change at the discretion of any later management.

Oxon & Bucks

Passed	Lost	Withdrawn	Remitted	Amended

56. (*) This AGM notes the progression of BoF and the increasing digital capability of HMRC, and instructs Committee to explore with HMRC ways to harness this digital capability to allow more flexible working to aid retention of skilled staff adversely affected by BoF.

Cambridge

Passed	Lost	Withdrawn	Remitted	Amended

57 (*)That this AGM agrees that HMRC should have a single set of clear consistent guidelines for flexible working rather than the huge variation that currently exists between different streams of business, and different managers, and that these guidelines should follow those of the general civil service "TW3" guidelines

Oxon & Bucks

Passed	Lost	Withdrawn	Remitted	Amended

58.(+) That this AGM supports Committee’s continued efforts to negotiate proper flexibility for staff. In the move to regional centres, it is clear that insufficient emphasis has to date been placed on the retention of staff and G6 and G7, who are skilled and highly trained professionals which the Department has serious problems recruiting in sufficient numbers.

We are aware that people are now leaving the Department because reasonable flexibility has been refused in the move to new offices. AGM expresses its deep concern that an old fashioned or overly rigid idea of how work can be efficiently carried out will lead to a further exodus of talent and skill, which we won’t be able to replace.

As we now have the tools to be able to work flexibly and remotely, this AGM enjoins HMRC to treat us like grownups and empower us to manage our work in a modern manner. Flexibility really is a two way street which will benefit the Department, not just individuals.

We seek Committee’s continued efforts to ensure that the Department doesn’t lose further ARC members for want of pragmatic or creative steps which could sensibly be considered to enable to retain them in the Department. In particular, we instruct Committee to:

- Seek agreement that remote working for at least two days per week is possible, so that members feel more able to accept longer journeys in the move to regional centres;
- Request that HMRC reconsider the application of the Cabinet Office Policy TW3 in HMRC;
- As a matter of urgency, provide information and guidance to LOBs going through the 121 and move process to provide parameters for the sorts of flexibility which could be sensibly be offered, and empower managers to reach pragmatic agreements with individual members of staff that meet both their needs and the Department’s needs;
- Seek a coherent departmental flexibility policy, applicable to all staff in ARC grades, and ensure it is consistently applied across all LOBs, curtailing or removing the ability for LOBs to opt out on the basis of “business need”. If an LOB desires a “local” opt out, it needs to be clear that this must be fully signed off by the Dept, and negotiated separately with TUS.

Committee

Passed	Lost	Withdrawn	Remitted	Amended

59. (+)This AGM instructs Committee to continue to make the case for flexible working, especially in light of the move to regional centres.

HMRC appears to continue to believe that flexibility only benefits the individual, and is burdensome to the business and contrary to business need. This simply is not the case. HMRC will attract and retain more skilled, highly trained grade 6 and 7s by offering reasonable flexibility. As the department is no longer able to compete on pay and benefits, offering flexibility is one of the only things we have left to attract and retain people. In the move to regional centres, the offer of flexibility will make the difference between retaining or losing many members of staff. We are approaching crunch time, and we instruct Committee to act urgently.

AGM instructs Committee to work with HMRC to change the departmental stance to flexibility, and to set out clear universally applicable principles, including the ability to work remotely two days per week. It should no longer be the purview of LOBs to opt out of departmental policies on the basis of “business need”.

Legal & Governance

Passed	Lost	Withdrawn	Remitted	Amended

60. (+)This AGM asks Committee to engage with official side to secure an agreement to maximise the flexibility on different ways of working. Committee to request that current managers’ guidance on working flexibility and alternative working patterns to be updated to reflect this.

Maximising the flexibility of the way staff work will help enable HMRC to retain experienced staff particularly those undergoing change in working location and practice. It will also reflect official side’s commitment to working in a digital age by making best use of the IT tools available to work effectively in new ways.

London BCD

Passed	Lost	Withdrawn	Remitted	Amended

61. That this AGM instructs Committee to request that HMRC provides guidelines regarding working from home, to include reimbursement of costs e.g. internet, heating, insurance.

This AGM notes the potential differences in the tax deductibility of costs dependent on whether you have been asked to WFH voluntarily or following a request.

Liverpool

Passed	Lost	Withdrawn	Remitted	Amended

TOIL

62. (*)That this AGM instructs Committee to request from HMRC an update on the position on TOIL and to ensure that HMRC guidance at HR35002 is updated. This is to bring about a consistent approach as the guidance currently promotes the use of historical local agreements and makes the role of the manager more challenging than necessary.

North East

Passed	Lost	Withdrawn	Remitted	Amended

63. (*)This AGM notes that the issue of TOIL and the inconsistent treatment of this issue across different lines of business, have been raised at AGMs on many occasions in the past. Unfortunately it would appear this inconsistent treatment continues, affecting ARC members, at a time when many people have never been busier.

This AGM instructs Committee to update members on the latest discussions on this issue and continue to push HMRC and ExCom for a consistent treatment of TOIL, ideally on an hour for hour basis, across all lines of business.

Manchester

Passed	Lost	Withdrawn	Remitted	Amended

Vacancy Filling

64. (+)That this AGM asks Committee to work with the department to ensure that all policies about releasing staff for level moves are open and fair. In particular there should be a presumption that staff should be released where a move would benefit their development to meet the department's long term business needs.

South & West Wales

Passed	Lost	Withdrawn	Remitted	Amended

65. (+)That this AGM notes staff are being denied the opportunity of applying for internal HMRC jobs, across lines of business, on level moves by managers due to a lack of resource in their business area. This approach means staff are denied development opportunities.

AGM therefore directs Committee to open a dialogue with HMRC on this subject with a view to clarifying the HR policy at HR53010 and defining a consistent HMRC policy for resource deployment across all business areas.

Bristol

Passed	Lost	Withdrawn	Remitted	Amended

Brexit

66. (*) This AGM expresses concern about Departmental resources, in particular, in the context of Brexit. ARC members are responsible for delivering the policy, legislation and operational capability required to take the UK out of the EU and into the next stage. We require sufficient resources to enable us to do this effectively. This is not something that HMRC can simply “absorb” whilst continuing with all planned business as usual work. In particular, **AGM** considers it a preposterous notion that huge changes to the customs and benefits systems could be delivered with no additional staff or resource.

ARC members are being asked to shoulder ever greater burdens because HMRC cannot recruit in sufficient numbers to fill vacancies of skilled senior professionals, and additionally, year on year, budget cuts require us to do more with less whilst taking home less pay today in absolute terms than we were 10 years ago. ARC members are already stretched to capacity and were working very long hours before 24 June 2016. Brexit simply cannot be delivered on the back of additional excess hours of ARC members, and through the sacrifice of their wellbeing and the mental and physical health, for ever less reward.

Committee is instructed to seek further resource and to continue to explain clearly to ExCom that Brexit cannot be absorbed whilst continuing business as usual. The choices for which policies to prioritise are properly for the Government, and not for ARC members. Committee is instructed to take all possible steps to ensure that the wellbeing of staff is a key consideration.

Legal & Governance

Passed	Lost	Withdrawn	Remitted	Amended

67. (*)That this AGM is extremely concerned about how all of the work associated with Brexit will be managed. ARC members are at the forefront of producing the new policy, legislation, and operational capability to deliver Brexit. We have been granted no additional resources to do so, and have been advised that the Department will “absorb” the additional work. In short, this simply does not appear feasible. In particular, this AGM notes that in leaving the EU, we are likely to require a significantly enlarged and different Customs system. It seems highly unlikely that this could be achieved with no additional staff or resources.

Our members are conscientious and hard working. ARC members already work far in excess of their conditioned hours, week in, week out for no extra pay (indeed our pay is actually reducing in absolute terms due to pension and NICs changes, not just worth less in real terms - which it is, substantially). It seems that the Government may wish to deliver Brexit through further unpaid overtime of Civil Servants. This is unacceptable.

ARC members are already subject to a huge amount of stress and pressure. We are advised that we should undertake “personal resilience” courses, rather than having stressors removed. This is an inadequate solution.

This AGM is extremely concerned that rather than taking responsibility for the wellbeing of staff, senior leaders in HMRC will accept unrealistic objectives from the government as to what can sensibly be achieved in business as usual and Brexit delivery without any additional resource being provided, and will place pressure on ARC members to deliver unrealistic expectations, for which they will then be blamed when inevitably it proves impossible to deliver.

This AGM instructs Committee to:

- Make the case cogently and stridently for additional resource, and work with HMRC to make a proper business case to HMT;
- Continue to clearly and publicly explain the reality of the pressures that the Department is under, and that ARC members are under, and to speak truth to power if ExCom prove unwilling or unable to do so;
- Clearly communicate in its consultations with ExCom that their staff require them, and senior leaders in HMRC, to take ownership of resourcing issues and push back to HMT, and not leave it to policy officials to deal with: to clearly require Ministers to actively choose which things they wish to prioritise and which to shelve, given that resources are likely to be too limited to deliver everything they may wish to do.

Committee

Passed	Lost	Withdrawn	Remitted	Amended

68. (*)That this AGM instructs Committee to seek commitment from HMRC that any additional resources required for Brexit will be funded separately and not out of existing budgets.

Liverpool

Passed	Lost	Withdrawn	Remitted	Amended

Trainees

69.(+) This AGM notes that the 2015 TSP trainees will not receive their uplift in pay in line with reaching 'Stage Two' of the course as a result of a delayed communication on behalf of the Tax Academy of their intention to bring the HO point forward.

This AGM considers that if the Tax Academy would like to make changes that will impact on TSP trainees' pay scales, it should give sufficient notice to ARC in order to negotiate any pay increases required.

This AGM instructs Committee to liaise with Tax Academy to ensure that TSP/ATSP trainees' remuneration consultation takes proper account of all of the ramifications of changes proposed.

Manchester

Passed	Lost	Withdrawn	Remitted	Amended

70. (+)That this AGM asks Committee to ensure that TSP16s and subsequent trainee cohorts are awarded their "mid-point" pay rise at the appropriate time to recognise their level of attainment.

South & West Wales

Passed	Lost	Withdrawn	Remitted	Amended

71. (*) That this AGM instructs Committee to seek from HMRC that the starting pay for the Tax Specialist Programme trainees is brought in line with the starting pay of Higher Officers for 2017 trainees, and that 2016 trainees should be uplifted to the same where their pay falls below this rate. This will reflect the level of work involved on the course and give parity with other HO posts that may be offered to applicants, which also require training up to HO standard, but are paid the HO rate from the outset.

North East

Passed	Lost	Withdrawn	Remitted	Amended

72. (*)That this AGM instructs Committee to seek an explanation and some consistency as to why an external recruit on the HO programme is trained and signed off in 26 weeks, yet it takes 2 years to reach this point for Band Ts.

This is a key issue for Band Ts who join as external recruits as prior to this point they have no job security and will be dismissed from the department if they leave the TSP.

Liverpool

Passed	Lost	Withdrawn	Remitted	Amended

73. (*)That this AGM instructs Committee to seek an assurance from HMRC that an HO post will be offered to trainees who exit the course after successful progression to Stage 2, given that the requirement for the latter is that an HO standard has already been achieved and that trainees thereby see HMRC as a responsible employer which will provide them with job security on a just and equitable basis.

North East

Passed	Lost	Withdrawn	Remitted	Amended

74. (+)That this AGM instructs Committee to request HMRC to produce a report summarising their findings and conclusions for the many changes to the Tax Specialist (& predecessor) programmes that have been piloted over the past few years.

This AGM is concerned that changes are being made without previous changes having even been reviewed.

Liverpool

Passed	Lost	Withdrawn	Remitted	Amended

75. (+)That this AGM instructs Committee to consult with HMRC on the ongoing restructuring of the Tax Specialist Programme, in particular on how the current progressive shortening of the course from 4 years to 3 years has been assessed in terms of its impact on trainees and on development of Grade 7 capability and if shortened to less than 3 years, how that will be impact assessed; what the pay progression will be, given the programme is advertised as encompassing the full T-band scale and to seek inclusion in its pay claim incremental pay rises at each key stage of the course to reflect the increase in complexity of both work and learning.

North East

Passed	Lost	Withdrawn	Remitted	Amended

76. This AGM notes that CITEX has lacked adequate support from Tax Academy in training on the regime and its IT systems. There is concern that the few trained staff that exist are regularly head-hunted by the Big 4 Accountancy firms and this is likely to become an increasing problem as Brexit advances and new tariffs are agreed.

This AGM instructs Committee to open discussions with Tax Academy on how suitably technically trained staff will be recruited to fill these important roles and provide the necessary training and support for them in those roles.

Manchester

Passed	Lost	Withdrawn	Remitted	Amended

77. That this AGM instructs Committee to seek commitment from HMRC to ensure a safety net for those trainees promoted to G7 very early under the new procedures. This could include, for example, additional training or mentoring.

There is a concern that members will be expected to work at a level greater than their capabilities and this lead to stress and performance management issues.

Liverpool

Passed	Lost	Withdrawn	Remitted	Amended

78. That this AGM notes that our decreasing pool of experienced staff is hugely impacted by the need to train, mentor and support increasing numbers of new staff whilst also still delivering on their own demanding, and ever expanding portfolios and targets.

HMRC needs to recognise the vital contributions and pressure placed on our experienced staff as they strive to ensure that trainees become the confident and trained members of staff that HMRC needs to deliver its objectives going forwards.

Linked directly to this **AGM** instructs Committee to engage with HMRC to recognise the current and future impact on experienced staff when HMRC fail to retain those newly trained staff in whom we have invested so much when they are offered higher pay levels by other organisations.

West Midlands

Passed	Lost	Withdrawn	Remitted	Amended

Attendance Management

79. (*)That this AGM recognises that the current attendance management rules introduced in September 2016 are discriminatory and unfair. It therefore asks Committee to reconsider their agreement to the new rules and request a review or renegotiation of them to allow managers to focus on the individual and ensure that staff are helped to be fit for work.

London BCD

Passed	Lost	Withdrawn	Remitted	Amended

80. (*)That this AGM is concerned that the terminology of the latest Attendance Management policy is derogatory and bullying. Where a trigger point is reached a team member is invited to an “Unsatisfactory Attendance” meeting; language which fails to account for the wide range of entirely reasonable personal circumstances that can lead to a trigger point being hit. Such language has the power to demonise and demoralise team members with long histories of good attendance when they find themselves caught in the bureaucratic process through no fault of their own. This AGM is further concerned that the policy lacks discretion and that the discretion that is available is not fully understood or utilised by managers. This AGM instructs Committee to

- petition HMRC to change the language of the policy to remove the reference to “Unsatisfactory Attendance”
- continue to scrutinise HR policy with an eye to alerting HMRC to potential language sensitivities before guidance is released in future
- petition HMRC to more widely publicise the discretion that is available in the system
- use its own networks to flag up to manager members the discretion that is available in the system
-

Glasgow

Passed	Lost	Withdrawn	Remitted	Amended

81. That this AGM notes that ARC/FDA, as a Union representing senior professionals gives full support to those managers among our membership who realise that they sometimes need to vary their approach depending on the individual and the nature of their illness, and who do this in practice. Otherwise the wording of the ‘guidance’ makes it an Instruction and managers may feel that to depart from it in any way may lead to retributions on them including disciplinary or PMR actions. Where a jobholder (also quite possibly an ARC member but equally quite possibly in other grades) is feeling stressed, anxious, depressed or insecure this regime can serve in some cases to increase pressure, exacerbate the illness, and reduce the likelihood of an early return. In such cases the process looks like bullying and/or harassment, and looks to be aimed at hounding a person out of the department rather than encouraging a return to health. All such cases are individual and different of course, and one size most certainly does not fit all. There are issues here about our duty of care, and how the department would look in such cases before, for example, an employment tribunal following a pressured resignation.

This AGM proposes that we should actively support the right of managers to use their experience and judgement, and their knowledge of their staff, to decide how to implement the guidance in any case, including where appropriate reducing pressures on ill people by the not imposing the regime of formal and informal meetings so rigidly. And in cases where a manager reports that they have been prevented from exercising their judgement in a specific situation that we will fully support that manager in any negative action taken against them.

This AGM instructs Committee to commit to supporting staff who do resign as a result of the pressure of this policy being too aggressively applied, maybe to Tribunal if we have a likely case for constructive dismissal. Equally to defend members who are selected for dismissal if failure to co-operate with the policy is quoted as a reason for reducing compensation? Each case dependent on its own facts

Edinburgh

Passed	Lost	Withdrawn	Remitted	Amended

82. This AGM notes that ARC was properly consulted in the design of the new attendance management policy. However, the policy is not always being applied in practice in a way which accords with what was agreed in consultation. **This AGM** is disappointed that so little information, training and guidance was provided about the policy when it was rolled out. Managers can feel that they are obliged to apply the trigger points rigidly, with their discretion being severely limited as part of an overall drive to reduce sickness levels. This is specifically not what was intended in the new policy. The new policy is also sometimes being implemented retrospectively, which is unfair and was not agreed by ARC.

This AGM instructs Committee to seek an urgent review of the implementation and application of the new policy.

This AGM further instructs Committee to work with HMRC to create a better management culture where managers are properly empowered and trusted to exercise their discretion. HMRC needs to work much harder to ensure that a policy “lands” in the way intended, and that it is applied consistently across the Department. It isn’t enough to just send out one email to managers. If managers are to manage fairly and effectively, the Department needs to give them the freedom and trust to do so.

Legal & Governance

Passed	Lost	Withdrawn	Remitted	Amended

Building Our Future

83. That this AGM instructs Committee to seek commitment from HMRC to improve support available for managers who are managing staff who don't have an obvious future in the department following the department's plans under BOF

Liverpool

Passed	Lost	Withdrawn	Remitted	Amended

84. That this AGM agrees that anyone moving under BOF should have the right to a trial move of up to 6 months without losing the right to take voluntary redundancy.

Oxon & Bucks

Passed	Lost	Withdrawn	Remitted	Amended

85. That this AGM instructs Committee to seek from HMRC a tabulated summary of the planned total staff numbers in April 2021 by Region and the respective % changes compared with the April 2016 benchmark, so that the full impact of the BOF changes on geographic employment prospects is both clear and transparent.

North East

Passed	Lost	Withdrawn	Remitted	Amended

Long Hours

86. That this AGM instructs Committee to request that HMRC recognises, records and publishes the additional hours worked by staff. **This AGM** notes the record yield figures achieved by HMRC and the acknowledgment of efforts by its staff.

However, **this AGM** is disappointed that none of the commentary acknowledges that this has only been achieved by the hours worked by staff outside of their contract.

This AGM is concerned with the long hours culture and believes every ARC grade should submit details of additional hours worked for which TOIL has not been claimed so that a) this can be acknowledged in future and b) managers can better identify and monitor stress levels and work/life imbalances.

Liverpool

Passed	Lost	Withdrawn	Remitted	Amended

ARC Committee 2016-2018 (as at April 2017)

NAME	LOCATION
Fahad Akhtar	Manchester
Helen Baird Parker	100 PS London
Ben Barnett	Nottingham
Iain Campbell	Edinburgh
Amy Carr	Liverpool
David Cooper	Middlesbrough
Ashley Falla	Leicester
Graham Flew	Peterborough
Josh Flew	Manchester
Paula Houghton	Ipswich
Loz Hutton	Hull
Vicky Johnson	Birmingham
Julie Lithgo	Newcastle
Eugene Mitchell	Glasgow
Kenny Mitchell	Belfast
Heather Morrison	Oxford
Spencer Munn	Newcastle
Andy Nixon	Glasgow
John Parkhouse	London BCD
Jim Rogers	London
Marlina Sedari	Manchester
Iona Stevenson	Glasgow
Tony Wallace	Nottingham
Michelle Wyer	London

Annual report 2016-17

It does not seem like a year since I became President but it is and so we are gearing up for our AGM and with the AGM comes the annual report. I am not a natural writer as I have said many times over this first year and so writing this report has loomed large. I started with a factual account of the major areas and I'm finishing by finalising the introduction.

I think I can safely say that this first year has been eventful. Our relationship with the employer has improved beyond all recognition and we are finally engaged with all customer groups. The department has undergone another organisational change and this time the logic of that change is clear, with all policy and technical work finally together in one group led by a qualified tax professional who is now the Tax Commissioner. Not only has the department undergone organisational change across the board it has also taken a broom to itself and currently five members of ExCom have either left or are about to leave HMRC.

The year has focused on the big ticket items - but we have also worked on the motions from last year's AGM and report on the progress being made is in the latest edition of ARC News. Personally I have had many new experiences, the most notable being interviewed by ITN news about high net worth individuals and then watching myself on the tv later the same day.

But this report has to be about what differences we have made for members by engaging constructively with the department. So I'll start with the most obvious.

PMR

Our greatest success I think. We have continually campaigned about the guided distribution and the toxicity of the system and so to hear Jon Thompson say he regarded it as his number one priority for change was refreshing. He was instrumental in the VOA pilot being set up and under his leadership we took the baton up again by first going to see Janet Alexander at VOA to learn how their pilot was working. Iain Campbell, who leads for ARC on external relations, organised the meeting because he had worked with Janet when she was in HMRC. It cost him chocolate but it was worth it. From that meeting came the paper I submitted to Jon Thompson and which he took to ExCom's autumn meeting (because, in his words, we were a little further ahead in our thinking than he was). The immediate read out following that, and his alliance with Robert Deveraux, was that there would be a new PMR system from 2017-18 which would have no guided distribution. At that point we were not able to say anything which those of you who know me will appreciate was a little hard, but I behaved!

If I fast forward to December when the decision was announced we were already two meetings into the redesign but we wanted to make sure we did not rush headlong into another widely despised system. So we paused and decided to compromise with removing the guided distribution from 2017-18 and bringing in a new system that adhered to eight cabinet office principles in 2018-19. Not everybody was happy with this - but we believe that it is the most sensible solution. We are being fully consulted and we are playing an active part in the design. Paula Houghton and Jim Rogers are leading on this for ARC. They are both pleased with the way we are being listened to and the way we have influenced the language being used.

2017-18 will not be an easy year as moderation meetings are optional and we all know what that means. I will continue to feedback to the policy team any sharp practices that are brought to my attention so please do keep emailing me.

PAY

Well you got your 'award' on time in 2016 - but that's possibly about as good as it gets because the G7 minimum was set just below the pension tax cliff edge and so we have a ridiculous net pay overtaking issue. This meant the 2012 TPDs who were promoted in July 2016 actually take home more money than people who have been a G7 for two, three, four and even five years. We continued to hold meetings following the implementation of the award and at one of these I had a bit of a go at the pay team about what ExCom's attitude to a business case to Treasury for more money would be. This was on the back of the internet announcement that we had record yield for

the fifth year running which seemed to me to be reason enough to end the misery caused by several years of freezes and caps. To my enormous surprise we entered a series of 6 meetings to put together some suggestions which I took complete advantage of and had the pay team model methods of moving us all up the scale. Unfortunately the talks and the submission were hijacked rather and so the case was never actually made but ExCom were sighted on pay because of the paper that was submitted and they are aware of the issues that the department face in terms of morale and the national living wage legislation.

So my question for Jon Thompson when I met him in December was what could he say to me that would reassure you he understood not only the national living wage issue but also the issue of a minimum and maximum with no opportunity to move from the one to the other and that we are worse off in real terms now than we were in 2008. Of course we are not alone in that because it has hit all civil servants and so he does understand that part. As a result of that meeting in December 2016 Jon committed to a review of the pay and reward system. When we met in March we discussed this again. Jon had clearly spoken to the Chancellor because he was pretty certain that more than 1% would not be available unless there was something to give back but he was open to creative use of any pot of money we could find. We mentioned the non consolidated pot and he used the word recycled. We will be discussing any method we can of finding something to be creative with but our success for this year is we have pay very firmly back on the agenda.

I cannot write about pay without mentioning our equal pay claim. We were at the Employment Tribunal in March 2016 and in June we were devastated to learn the decision had gone against us, but it had gone against us based on HMRC's statistical analysis being preferred to ours and on an appeal court judgement around indirect discrimination which we knew was to be heard in the Supreme Court. So we appealed and at the same time began to plan a campaign to raise awareness of the issue. We stayed the campaign while the six pay meetings were ongoing because we had hoped they might solve the issue. When that was not the case we began to issue letters to MPs and we gained some traction. Now the Naeem judgement is down the definition of indirect discrimination is what we thought it should be and the pool of comparators is not just restricted to those who joined at the same time so these two points are in our favour. As I write this we are seeking further legal advice and discussing what to do next at Committee - we should have updated you by conference. We have always said that we took the claims because it was the only way we could see of breaking the logjam on pay. I still believe that to be the case but we have to weigh up the costs to ARC carefully before we proceed further.

Building Our Future - Locations

As we started this year we already had colleagues going through the 1-2-1 process for office closures and we were flushing out issues with just about everything at every meeting we had with the Workforce Planning team. Having offered voluntary exits at the very start of the process for Norwich (in recognition of the numbers who would not be within reasonable daily travel of their target office) the department was shocked by the number of people who took the option. They then refused to do so for other similar offices (such as Inverness, Carlisle and Enniskillen) causing some resentment for those who felt they also had little chance of joining the department on its journey. The 2016-17 office closure programme resulted in two compulsory redundancies with everyone else either accepting voluntary redundancy or being redeployed. The workforce management team and the employer relations team have worked hard to ensure all opportunities are explored and we are facing similarly small numbers at the end of the first phase for 2017-18.

But the programme has been fraught with difficulty and while we managed to get the department to engage on the inclusion and diversity aspects of the programme they have not been productive meetings. We are finding that all diversity issues are being discussed at different meetings - for example Estates now want to engage on providing the most accessible buildings (in terms of furniture) but the facilities are not part of those discussions. There appears to be no central record of what is and isn't being discussed in terms of inclusion and no real handle on what equality impact work was done before the programme was announced. We continue to flush out issues that affect certain groups of people which have not been picked up by the department and I have still not had

an answer to my question around the equality impact work done for Northern Ireland to inform the making of the decision to remove any technical work from there.

Amongst all that we have achieved some success. DTA has been revised so you can claim for actual expense and not just do a public transport comparison. DTA is now available for early transfers to a Regional Centre location either as a result of a job application or a voluntary move, the alternative to DTA (money towards a move - but not home moves assistance) is being more widely publicised and they are considering increasing the amount they pay this. I am still mentioning Home Moves Assistance but they don't seem keen to offer it too often! Then there has been the decision to let people in Dundee move to the other building rather than leave HMRC - keeping jobs for longer and the real move towards becoming more accommodating towards flexible working. These are welcome developments that we will keep pushing.

The programme is under continual scrutiny and we are asking for meetings about how we will deliver the compliance for the future programme. We are also aware that Brexit brings us new challenges and actually new recruitment opportunities as we seek to show our colleagues that we do understand indirect issues and wish for them to join us in our work.

Personal Casework

Graham Flew has continued to lead on this with John Parkhouse and Duncan Gleig assisting. It has been another busy year and whilst the business generated by the PMR system has, mainly, reduced it is still causing many members concern. We will be pleased to see the back of the current system but we are still offering our PMR triage service as the end of year processes ramp up.

The new attendance procedures have caused problems and it is important that we hold our employer to account when they want to make retrospective changes to our terms and conditions. Having said that we have had some success in reducing the effects of the changes and making some of the managers realise that exercising discretion is an option.

We continue to have work generated through computer misuse and I cannot emphasise enough that we must follow the guidance if we are to avoid problems.

Last year the theme in the casework report was about stress and this continues throughout the current year. Many of our members are showing the classic signs of stress and some are taking time off because of it. The new attendance management policy means many are using their leave rather than take a sick day and we are monitoring it all very carefully.

We do not have enough caseworkers so we will be looking to train more in each regional centre, starting with Croydon where we believe the opening of the regional centre will require very close scrutiny and plenty of caseworkers available to address issues as they arise. Please volunteer if you think you can help us, casework remains one of the most important services we provide to our members.

Consultation

We started the year with Lines of Business and we finish with Customer Groups. We have patchy engagement in some and very good in others. We are now invited to quarterly meetings with each Director General but as we know we are losing two of the main group DGs so we will need to build the relationships up again.

Customer Service Group - Iain Campbell has led for us on this and we have had two meetings with Ruth Owen. Her plan to reduce the red tape around targets is exciting and I hope that her successor leads it with the same drive and passion that Ruth has had. In the Benefits and Credits area Graham has attended monthly meetings on the transfer of staff to DWP and while we did not win all the terms and conditions points we did reach a suitable outcome for those concerned.

Customer Compliance Group - this has been led by Julie Lithgo, David Cooper and Loz Hutton. It has been the second most difficult area to obtain engagement at Director General level but at the individual directorate level engagement is excellent.

Customer Strategy and Tax Design - led by Jim Rogers and me - with Jim Harra - so engagement is, as you would expect, brilliant.

Transformation - I have a meeting with Nick Lodge in my calendar - this is the first one so I am hoping that it is the beginning of a better engagement. That said in the group itself we are consulted on most things

HR

The decision to place members of the Employer Relations team into the business as ER Business Partners has proved to be an excellent one. We are actively reviewing where we have consultation and we are now plugged into areas such as Commercial and CAI where before the engagement was patchy. As well as this we have regular monthly meetings with the HR Policy team and we are usually made aware of guidance reviews before they are too far down the track. We were pleased to hear that there will be a review of the grievance process and that we will be involved as both the union and as users of the process. Like the design of the new PMR process this bodes well for a system that can assist employees not hinder them.

We have now also got a meeting with Esther Wallington to discuss people issues in her areas and we continue to hold meetings with Rebekah Ayres around the organisational design of the department and the new addition to her responsibilities, Tax Academy.

ARC Forum

This year I took the decision to close the forum and to encourage members to use our new website www.arcunion.org.uk. We would like you all to access the website and we continue to send reminders out. The new forum, on the website, has a no anonymity rule, decided unanimously by Committee during 2015. We would like as many of you who want to comment to do so as we are always looking for feedback on what more we could be doing - or whether there is something we could stop doing.

If you really don't want to say something on the forum then please email me if you have something you would like to share.

External Relations

Iain Campbell continues to work tirelessly in this area and is about to invite some of our NGO colleagues to a discussion about corporation tax and how it works. He is hoping to help educate them so we stop seeing so many papers on tax avoidance based on little knowledge of how the tax system actually works.

Over the year we had one meeting with other members of the group Iain has built up where we discussed disclosure rules and the recent interest of PAC in certain customers. We did not discuss the customers I must add, but we did discuss what level of disclosure would be useful and or comfortable.

Iain was also the only male at the Women in Tax dinner in June. We split and attended different events, I went to the CIOT reception at the Houses of Parliament and Iain went to the dinner with Paula. We have, between us, attended all the ATT events, all the CIOT events, presentations about International Tax Havens, discussions by interested groups on HNWIs and many others. Both the President of the ATT and the President of the CIOT will be at our dinner on 16 May and we welcome them both.

Communications

I have written an (almost) weekly blog which is now put on the website. I have probably shared too much information but I work on the basis that if I can share it I will.

We have continued to issue the Information ARC which is always well received and we have continued with our publication of ARC News. Julie Lithgo took over from Will Richardson as ARC

News editor early into the year and I thank Will for his dedication to the union over the years. He continues to be part of our caseworking team and a very valuable part at that. Julie is now on maternity leave so the deputy editor Steve McFarlane has stepped into the breach ably assisted by Ashley Falla who joined committee in July 2016. I am grateful to the website team, to the ARC news team and to Lexographic for the work that goes into our communications and I should also thank the Comms team at FDA for their assistance when I have attempted press releases over this first year.

Centres

I have managed to attend centre meetings in Manchester, Liverpool, Newcastle, Sheffield, Glasgow, Legal and Governance, Bristol and of course Birmingham. That does leave quite a few to go so please book me in early for your Autumn meetings because I would like to try and visit every centre. The work your centre officials do is invaluable and we rely on them for news on day to day issues affecting their individual areas.

Trainees

Trainees bring their own special brand of issues, in part because the course they started is usually not the course they finish. This is either because they streamed when they didn't expect to, they have extra examinable material they were not expecting added to their course or their course is shortened while they are on it. These are our leaders of the future and while we encourage them to stand on their own two feet and have a first go at solving the issue we are always available for support. I have often said there is no such thing as contacting the union too soon - and that is never more apt than for this group of members. We may not offer formal casework support immediately but we can counsel and advise on how to take the matter forward and often that is all that is required. We have had some success with trainee issues this year and while I would rather there were no such issues I think we should be proud of the support we provide.

Goodbyes and Hellos

At the start of the Committee term which was one month earlier than normal, I had six vacancies so I held an early by election. Four people, Ben Barnett, Ashley Falla, Josh Flew and Heather Morrison joined us on Committee before we lost two more, Fran Hunter and Blair Gardner. Fran and Blair left for different reasons and we thank them for their contribution while they were on Committee. Fran especially worked hard on the union learning agreement and the sustainability forum.

A further by election produced three more committee members including John Parkhouse who returned after a short break, at my invitation, to lead on casework with Graham Flew. I was particularly pleased that John agreed to return as he brings a wealth of experience with him. At the same time two new faces, Marlina Sedari and Iona Stevenson joined bringing Committee up to 24, only one short. We now have a father and son and a husband and wife on Committee for the first time ever.

I will need to hold an officer election in July as Graham Flew will retire, and I thank him for his work on casework and on organising AGM. At the same time, I will seek to fill the vacancy I assume arises because Julie Lithgo has now had her baby and is on maternity leave. She has not officially resigned so currently Jim Rogers is co-opted as an officer because he does the work of one anyway.

I would like to record here my thanks to all of Committee who have assisted me through this first year. We have had our ups and our downs (well I have) but they have all worked hard and although the job of President is quite lonely, I have never felt alone which is down to the support I have received.

It is not just Committee who have supported me, FDA staff have been invaluable with their support and my early morning chats with Kerry and with Jean have been both refreshing, entertaining and supportive in equal measures. The General Secretary, Dave Penman, has allowed me to ask some pretty trivial questions and answered in good humour - he doesn't hold back and he may well say in his address that I don't either. Gareth Hills has tolerated some ridiculous questioning, but has also kept my feet firmly on the ground, as I would expect. Rob O'Neil remains steady as ever and Zohra,

ARC's national officer has been fantastic. I thank them all for their support this year - and hope it will continue into the second year!

But my annual report would not be complete without recognising the support of two others.

Firstly the Deputy President, Paula Houghton. Paula makes sure I don't go off at a tangent during Committee meetings, won't let me speak unless I am on the list, tolerates my rants when they happen and then carries on regardless. She remains an endless source of humour and I am pleased that I asked her to stand as my deputy and that she had the courage to do so.

Secondly, Mark, the RTI, who runs our home and tells me when he thinks I am right, or, and quite often, wrong. His forty year career with Customs & Excise, Inland Revenue and latterly HMRC makes him uniquely able to advise me. His support is unstinting and enables me to work in London which means I can be at meetings where the face to face contact makes all the difference. I am very grateful to him and one day I shall tell him that!

So we move on to the next year in a very different place, we have an improved relationship with the department but there is much work still to be done.

Vicky Johnson

ARC President

TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2016

The accounts for the year ended 31 December 2016 show a surplus of £22,335. This is the first surplus we have reported for a while and is a combination of action taken that has reduced our costs and the inclusion again this year of the income earned on our investments and reinvested in them. Distributions totalling £12,748 have been added to the cost of our investments. I am sorry to say that obtaining confirmation of this investment income has again taken some time and effort and resulted in a delay in finalisation of these accounts.

Our net assets have increased by £27,723 to £309,799. This reflects our investments at cost of £255,117 rather than their value at 31 December 2016 of £782,280. This difference between value and cost provides us with some headroom for absorbing unexpected shocks.

However despite the relatively good financial performance in 2016 we will continue to maximise our efforts in increasing our income while reducing our costs.

Subscription income remained broadly similar in 2016 and we will continue with the drive across the section to increase our density.

As in previous years our subscription income is the 30% of members' subscriptions remitted to us by the FDA under the Transfer of Engagements dating back to us becoming a section of FDA. Each of us pays our monthly subscriptions to the FDA who retain 70% in accordance with the Transfer agreement to pay for staff and other establishment costs.

One area where we made a big saving in 2016 was in respect of Conference and the annual dinner. We held both of these in Nottingham University and maintained our numbers while also persuading ExCom to have their meeting in Nottingham to coincide with the AGM. Although the accommodation was basic the move out of London was a success and this is something we are continuing in 2017, in Manchester, and in 2018, in Birmingham. One downside of moving out of London is to break the link that we had previously between ARC AGM and the FDA's Annual Delegate Conference. As one of the largest sections of the FDA we are keen to have a sizeable presence at ADC and would encourage members to attend as delegates.

Committee and officers' expenses fell significantly again in 2016. This was offset to some extent by a significant increase in centre expenses. Centre expenses includes among other things our expenses incurred by members, other than committee members, on caseworking. All committee members' expenses are included within committee and officers' expenses, irrespective of the nature of the work they have been doing. In 2016 one former committee member continued to be heavily involved in providing support to members.

Committee and officers' expenses are the most significant element of our expenditure and I am grateful that all committee members do everything they can to keep this as low as possible. We have reduced these significantly over the last few years and any future reductions will likely be fairly minimal, particularly as we are nearly up to full complement of committee members.

There were no postal ballots in 2016 requiring administration by Popularis. In 2015 we conducted one such ballot.

Our legal fees continue to be significant and for 2016 are almost exclusively related to our equal pay fight. We are awaiting the outcome of the Naeem case before deciding on our future strategy.

Our spend on campaigns is minimal compared to 2015. The majority of our spend in 2015 was our contribution to the FDA's spend with Connect, our lobbying and PR consultants. With effect from November 2015 we have stopped subscribing for lobbying support. In 2016 we did not organise any significant parliamentary events and instead leveraged the contacts we had developed during 2015 and earlier years.

Our spend on ARC News went down a little but we incurred some expense in respect of support for our new website that went live during 2016. In due course we expect the website to become the main conduit for communications with members and expect over time gradually to reduce the number of editions we produce of ARC News each year from the current 7 editions (including an AGM special).

Although the surplus was £22,335 our cash balance has only increased by around £1,600. The difference comprises our reinvested investment income and a decrease in creditors together with a smaller increase in debtors offset by the political fund levy for the year.

Accounting Policies

The accounts have been prepared under the historical cost convention.

Trade Union and Labour Relations (Consolidation) Act 1992 (Amended)

Under section 32A of the Act the following information must be included in this report.

ARC has not provided any member of the Executive, the President or the General Secretary with any salary or any benefits during the year.

A member who is concerned that some irregularity may be occurring or have occurred, in the conduct of the financial affairs of the union may take steps with a view to investigate further, obtaining clarification and, if necessary, securing regularisation of that conduct.

The member may raise any such concerns with such one or more of the following as it seems appropriate to raise it with: the officials of the union, the trustees of the property of the union, the auditor or auditors of the union, the Certification Officer (who is an independent officer appointed by the Secretary of State) and the police.

Where a member believes that the financial affairs of the union have been or are being conducted in breach of the law or in breach of the rules of the union and contemplates bringing civil proceedings against the union or responsible officials or trustees, the member should consider obtaining independent legal advice.

The Trade Union and Labour Relations (Consolidation) Act 1992 requires ARC to prepare financial statements for each accounting year, which give a true and fair view. In preparing these financial statements ARC is required to:

- keep proper accounting records in respect of the transactions and the assets and liabilities of the Union
- establish and maintain a satisfactory system of control of the Union's accounting records, cash holding and all receipts and remittances
- ensure that such records are maintained so as to give a true and fair view of the statement of affairs of the Union and to explain its transactions.

Eugene Mitchell, Treasurer, on behalf of trustees. To be dated - Accounts are draft



**INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 2016**

	year ended 31 December 2016	year ended 31 December 2015	notes
INCOME	£	£	
Subscriptions	197,024	194,139	
Investment income	<u>12,847</u>	<u>19,789</u>	6
	209,871	213,928	
EXPENDITURE			
Training	3,353	3,037	
Diaries	2,934	-	
Conference/AGM	23,071	35,150	
Website development	1,800	1,800	
Website support	4,200	-	
Committee/officers	48,368	66,455	
Stationery, printing and postage	2,422	1,605	
Campaigns	336	22,144	7
ARC News	35,638	37,013	
Centre and caseworker expenses	10,244	3,644	
Sundry expenses	871	920	
Ballots	-	4,085	
Legal fees	52,049	37,283	
Audit	1,650	1,590	
Accountancy advice	<u>600</u>	<u>-</u>	
	187,536	214,726	
SURPLUS (DEFICIT) TO GENERAL FUND	<u>22,335</u>	<u>(798)</u>	

BALANCE SHEET
AS AT 31 DECEMBER 2016

	2016		2015		notes
	£	£	£	£	
<i>FIXED ASSETS</i>					
Investments		255,117		242,369	1
		<u>255,117</u>		<u>242,369</u>	
<i>CURRENT ASSETS</i>					
Debtors	20,222		14,542		2
Cash at bank and current investments	46,304		44,672		3
	<u>66,526</u>		<u>59,214</u>		
<i>CURRENT LIABILITIES</i>					
Creditors	<u>11,844</u>		<u>19,507</u>		4
Net current assets		54,682		39,707	
<i>NET ASSETS</i>		<u>309,799</u>		<u>282,076</u>	
<i>MEMBERS' FUNDS</i>					
Political Fund		133,851		128,463	5
General Fund brought forward		153,613		154,411	
Surplus/(Deficit) for year		22,335		(798)	
		<u>309,799</u>		<u>282,076</u>	

The balance sheet as at 31 December 2016 and the income and expenditure account for the year then ended are certified correct to the best of my knowledge and belief.

E Mitchell
Treasurer

Date: Accounts are draft

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER
2016**

	2016	2015
<i>1. Investments</i>		
Shares in Unity Trust at cost	10,000	10,000
Investment in Unit Trusts (note6)	245,117	232,369
	255,117	242,369
<i>2. Debtors</i>		
AGM	5,610	7,938
Subscriptions	6,400	-
ARC News	5738	-
Committee	-	3,670
Diaries	2,474	2,934
	20,222	14,542
<i>3. Cash at bank and current investments</i>		
Bank account	46,304	44,515
Centre balances	-	157
	46,304	44,672
<i>4. Creditors</i>		
FDA	714	3,845
Website support	1,200	-
ARC News	2,747	-
Legal costs	4,524	6,462
Parliamentary event	-	5,644
Audit	1,650	1,590
Committee	905	1,180
Other accruals	104	786
	11,844	19,507
<i>5. Political Fund</i>		
Balance brought forward	128,463	122,772
subscriptions	5,388	5,691
less expenditure	-	-
Balance carried forward	133,851	128,463

6. Investments

	2016			2015		
	number	cost	value	number	cost	value
Unit Trusts						
Scottish Widows Ethical	49,341.19	36,491	69,522	49,341.19	35,597	62,614
Edentree Amity A	45,851.75	32,949	100,828	45,160.69	31,483	97,366
Kames Ethical A	88,626.29	35,847	160,290	88,626.29	33,533	161,920
F&C Responsible UK Income	85,010.61	66,265	204,621	85,010.61	58,354	197,650
F&C Responsible Global Equity	13,232.74	12,500	58,925	13,232.74	12,500	48,220
Henderson Global Care Growth	23,596.29	33,215	57,480	23,596.29	33,215	47,688
Jupiter Ecology	34,781.96	27,850	120,464	34,733.84	27,687	100,176
		<u>245,117</u>	<u>772,130</u>		<u>232,369</u>	<u>715,634</u>
Shares						
	number	cost	value	number	cost	value
Lloyds plc (formerly HBOS Group plc)	191	-	150	191	-	150
Unity Trust Bank plc	10,000	10,000	10,000	10,000	10,000	10,000
		<u>10,000</u>	<u>10,150</u>		<u>10,000</u>	<u>10,150</u>
Totals		<u>255,117</u>	<u>782,280</u>		<u>242,369</u>	<u>725,784</u>

We received distributions of units with a value of £12,748 from some of our investments during 2016. This has been added to the cost of the relevant investments and included as investment income in the income and expenditure account. We also received interest of £99.

7. Campaigns

Materials and expenses (excluding committee members' expenses) on:

	2016	2015
Contribution to Connect	-	16,500
Public Understanding	336	5,644
Day of action	-	-
	<u>336</u>	<u>22,144</u>

Independent Auditors' report to the Members of The Association of Revenue & Customs

We have audited the financial statements that comprise the income and expenditure account, the balance sheet and the related notes, which have been prepared under the accounting policies set out in the Trustees' report.

This report is made solely to the members, as a body. Our audit work has been undertaken so that we may state to the Union's members those matters that 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 Union and the Union's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Trustees and Auditors

As described in the Trustees' Report the Union is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. We have been appointed as auditor under Section 33 of the Trade Union and Labour Relations Act 1992 and report in accordance with Section 36 of that Act.

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 Ethical Standards for Auditors.

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 error or fraud. This includes an assessment of whether the accounting policies are appropriate to the Union's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the officers and the overall presentation of the financial statements.

Opinion on the financial statements

In our opinion the financial statements

- give a true and fair view of the state of the Union's affairs as at 31 December 2016 and of its transactions for the year ended on that date.

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Trade Union and Labour Relations Act 1992.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Trade Union and Labour Relations (Consolidation) Act 1992 (Amended) to report to you if, in our opinion:

- adequate records have not been kept;
- a satisfactory system of control over its accounting records, cash holdings and receipts and remittances has not been maintained; or
- the financial statements are not in agreement with the accounting records and returns.

CIVVALS LIMITED
Statutory Auditors and
Chartered Accountants
Date: Accounts are draft

50 Seymour Street
London
W1H 7JG