



Appointment of AAT Board members

January 2025

Reference: **QBRED**



An introduction

Thank you for your interest in the AAT Board member role. Members recently voted overwhelmingly to adopt changes to AAT's governing structure to introduce a new 12-person Board. Our new Board is about securing for AAT the skills required at the top table of a high-performing, £33 million annual turnover operation. This is an exciting time to join AAT as we begin to build our inaugural board.

About AAT

We are AAT - the Association of Accounting Technicians. Formed in 1980, we are the world's leading professional body for accounting technicians – bringing together more than 118,000 members and students.

AAT is a professional body, an awarding organisation conferring qualifications, and is also a registered charity in England and Wales. We are a UK company limited by guarantee, with a number of subsidiaries: AAT Botswana, AAT Publications, and Accounting Technicians (Services) Limited.

Our charitable objectives underpin our business model and strategy:

1. To advance public education and promote the study of the practice, theory and techniques of accountancy
2. (a) To prevent crime, and: (b) To promote the sound administration of the law for the public benefit by promoting and enforcing standards of professional conduct amongst those engaged in accountancy by monitoring and supervising their compliance with money laundering legislation

A multidimensional organisation

As a **professional body**, AAT supports our members in maintaining professional standards of ethics and conduct, ensuring they can keep their practice up to date while staying relevant in a changing profession. AAT Licensed Accountants and Bookkeepers serve over 840,000 SME clients in the UK.

As **an awarding organisation** our qualifications are recognised by all four UK qualifications authorities and by several qualifications regulators internationally. In UK accounting and finance apprenticeships, AAT is the market leader. More than 85% of all finance and accounting apprenticeships undertaken in England are underpinned by our qualifications. More than 5,000 employers partner with AAT to develop, upskill and professionalise their talent.

As **a charity** we work to advance public education in accountancy, champion social mobility, and promote wider access to the profession. We believe in breaking down barriers to careers in finance, creating pathways that empower people from all backgrounds to gain the expertise valued by organisations across all sectors.



AAT highlights 2023/24

+5,846

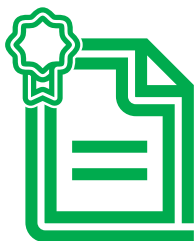
**New professional
members**

51,395

**Total
professional
membership**



12 to 178 – the
number of AAT
CPD courses
available **grew
by more than
1000%** last year

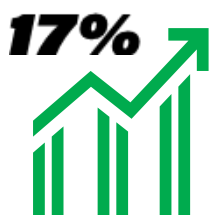


31,981

**AAT qualifications
completed last year**



**Launched new
AAT Store**



increase

**in AAT apprenticeship
starts**

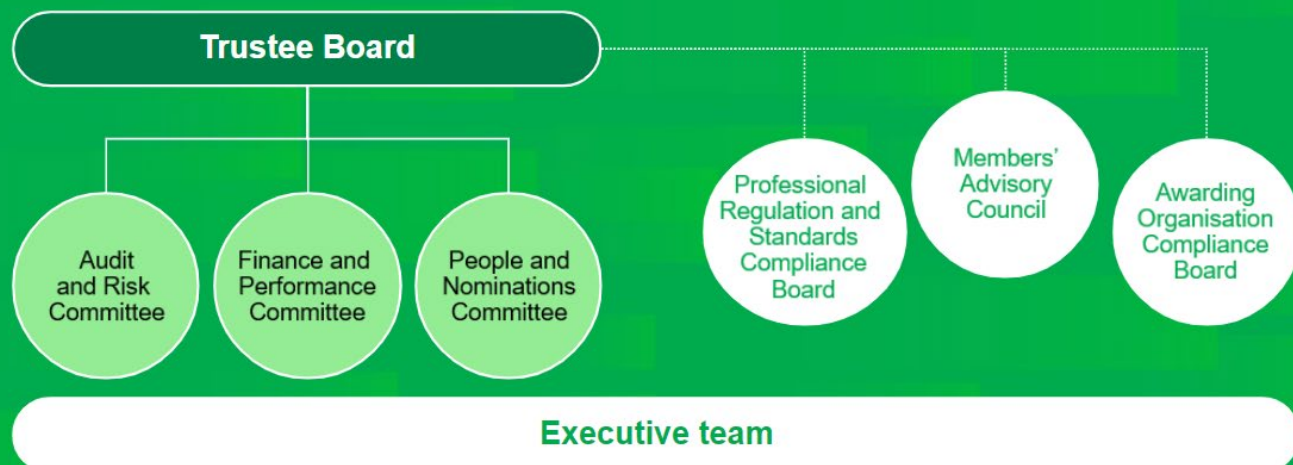


400

applications to
the AAT bursary
scheme last year



The Governance structure and an overview of the new structure



AAT is undertaking a change to its governance structure that was approved by its members at the 2024 Annual General Meeting. The changes were made to reflect the values of AAT and the Charity Governance Code in 2020 that raised the bar in what good governance looks like.

AAT and its members are welcoming a new AAT Board that will take on the role of Trustees and will be the highest decision maker. It will be led by a Chair, and joined by 11 Board members all will be a mix of member and independent roles. It will be a skills-based Board, and we will ensure the new governing Board has the requisite diverse skillset to guide AAT effectively into the future.

The three Board Committees, will be populated by Board Trustees, and work together with the Professional Regulation and Standards Compliance Board, the Awarding Organisation Compliance Board and the new Members' Advisory Council.

The Members' Advisory Council (MAC) will have up to 50 members and will be chaired by the President. The MAC is tasked with representing members and reflecting their diverse insights. It will advise on issues important to the AAT community and will provide reports to the Board. Its members will generally be elected, with some appointees.



The role

AAT is now looking for ten inaugural Board members, each will be a Trustee and a non-executive director and will service its Committees.

Candidate profile

As a charity trustee, you will be responsible for the overall governance and strategic direction of the charity, ensuring it effectively fulfils its mission, maintains financial stability, and operates in compliance with all relevant laws and regulations.

You will work collaboratively with fellow trustees to shape the charity's future, safeguard its assets, and maximise its impact on beneficiaries. Trustees are expected to draw upon their skills and experience to inform effective decision-making in the interests of the organisation as a Registered Company and Charity. This may involve leading discussions, identifying key issues, providing advice and guidance on new initiatives, and evaluating or offering advice on other areas in which they have expertise.

The legal responsibilities of trustees are determined by charity and company law where they are referred to respectively as 'trustees' and 'company directors'. The Board member may or may not be a member of AAT.

The Board member

Responsibilities of Board members

- Contribute to the Board's role in giving firm strategic direction to the organisation, setting overall policy, defining goals, and evaluating performance against agreed targets.
- Ensure the charity complies with its governing document, charity law, company law, and any other relevant legislation or regulations.
- Ensure the charity pursues its objects as defined in its governing document.

Duties

- Understanding of, commitment to, and a passion for AAT, its mission and values, demonstrating high level of integrity and ethical standards.
- Commitment to act solely in the best interests of AAT, and of the wider public, without regard to personal interest or benefit.
- Ensure the charity's financial stability and sustainability, protecting and manage the charity's assets and property.
- Identify and review major risks to which the charity is exposed and ensure systems are in place to mitigate those risks.
- Monitor and review the charity's performance in achieving its strategic objectives.
- Evaluate the impact of the charity's work on its beneficiaries and the wider community.
- Prepare for and attend all board and committee meetings. Papers are distributed electronically a week in advance. The chair runs the meeting on the assumption that all trustees have read the papers.
- Participate in board renewal processes and contribute to board and trustee development.
- Attend meetings, read papers in advance of meetings, and actively contribute to discussions.
- Act as an ambassador for the cause and the charity, representing the organisation positively to external audiences.
- Ability to work effectively as part of a team and accept collective responsibility for the Board's decisions.

Knowledge and experience

- Understanding of charity governance, the role of trustees and knowledge of the charity sector and current issues affecting it.
- Understanding and acceptance of the legal duties, responsibilities and liabilities of being a trustee.
- A broad experience of good governance in business, the public sector or not-for-profit organisations.
- Awareness of the social, political, and economic context in which the charity operates.
- Understanding of financial management and charity accounting practices.
- Previous board or committee experience (as part of a formal corporate governance structure), with the ability to think independently and challenge constructively.
- Experience in a leadership or management role, including the resilience and ability to make difficult decisions.

Skills and qualities

- Commitment to equality and diversity principles and embedding them in decision making.
- Strategic vision and the ability to focus on practical issues.
- Strong analytical and problem-solving skills.
- Excellent communication and interpersonal skills.
- Digital literacy and comfort with using technology for board work.
- Open-mindedness and willingness to learn.
- Enthusiasm for the role and its responsibilities.

Essential legal requirement

- Be at least 16 years old.
- Be properly appointed according to the charity's governing document.
- Not be disqualified by law, which includes:
 - having an unspent conviction for certain offences
 - being subject to a bankruptcy order or undischarged bankrupt
 - being disqualified as a company director
 - having been removed as a trustee by the Charity Commission or the court.

Chair of Committees

The AAT Board has three sub-committees, each requiring a Chair, who will be selected from among the Board Members. When submitting your application, please indicate in your cover letter your interest in one of the three positions. Candidates who are not selected for the Chair roles may still be considered for a Board member position.

Qualities and experience required:

- › Strong leadership skills to guide the committee's activities and foster collaboration among members.
- › Ability to ensure the committee operates in accordance with its terms of reference and the organisation's constitution.
- › Facilitation skills to encourage all members to participate in discussions and decision-making processes.
- › Relevant knowledge and experience in the committee's specific area of focus.

Specific Committee experience

People and Nominations Committee

- › Experience in HR, recruitment, or talent management.
- › Experience in remuneration policy development and other HR policy development.
- › Understand and are committed to good practice in recruitment and selection, and to processes which are fair, open and transparent.

Finance and Performance Committee

- › Financial management or accounting background.
- › Investment expertise or experience in investment management.
- › Financially literate with the ability to read and understand basic financial statements, to know the right questions to ask of management or the auditors and interpret and evaluate the answers.
- › Ability to read and understand investment reports, to know the right questions to ask of investment managers and interpret and evaluate the answers.

Audit and Risk Committee

- › Experience in audit, risk management, compliance or data protection.
- › The forcefulness and tenacity to ask a direct question, insist on a straight answer and to hold candid discussions with management and external auditors.
- › Inquisitiveness and independent judgement.

Key terms

Term of office

Trustees are appointed for a three-year term and may seek reappointment, with a limit of two consecutive terms.

Remuneration

- The role of Trustee is voluntary and unpaid. However, Trustees can claim expenses for travel to meetings and other reasonable costs incurred, in line with the Expenses Policy.
- The remuneration for the role of the Chair of the sub-committees to the Board will be £10,000 per annum for an expected minimum of 14 days.

Time commitment

- The time commitment for Trustees is expected to be between 10 and 15 days a year.
- The Board convenes around four times a year, including an annual strategy day which may include an overnight stay.
- Board meetings are scheduled on weekdays, with a preference for in-person gatherings that usually last a full working day.
- Trustees may also be invited to serve as directors of one of AAT's subsidiary companies.
- Additionally, there are three sub-committees of the Board, which generally meet up to four times a year, virtually. Each Trustee is expected to participate in at least one of these sub-committees:
 - People and Nominations Committee
 - Audit and Risk Committee
 - Finance and Performance Committee

Brief description of the process and key dates

Saxton Bampfylde is acting as employment advisor agency to AAT. Following a shortlisting meeting of the selection panel, shortlisted candidates will be invited to attend a final interview with AAT. Key dates for the process can be found below.

Key dates

Application deadline	10 February 2025
Shortlisting	20 February 2025 (candidates not required)
Interviews	w/c 10 March 2025
Training	26 and 27 March 2025
People and Nominations Committee	10 April 2025
Finance and Performance Committee	24 April 2025
Board of Trustees	1 May 2025



How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to AAT on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **QBRED**.

Click on the 'apply' button and follow the instructions to upload:

- a CV
- cover letter
- complete the online diversity monitoring* form

The closing date for applications is noon on **10 February 2025**.

* The diversity monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

As a Disability Confident employer, we will guarantee an interview for people with disabilities who meet all the essential criteria and so if you would like to be considered under this scheme then please let us know.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



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for the real world