



**aat** Accountants  
for the real world

# Appointment of AAT Board member

**March 2026**



## An introduction

Thank you for your interest in joining the AAT Trustee Board. Over the past year, AAT's refreshed governance structure has become firmly established, with a 12-person Board providing clear strategic leadership and strong oversight of our organisation.

**We are now looking to appoint one new Board member who will also serve on our Finance and Performance Committee.** This is a significant opportunity to contribute to AAT's long-term sustainability, support effective decision-making, and help us deliver even greater value for our members, students and the wider profession.

## 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 137,000 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 two subsidiaries: AAT Botswana and Accounting Technicians (Services) Limited.

## 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.

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.



# AAT highlights 2024/25



**9.3/10** rating for satisfaction for our AAT Connect and Impact Awards from 218 delegates



**99%** thumbs up rating for CPD Bitesize.



**28%** higher combined completion rates across all our qualifications and levels compared to the previous year.



**42** bursaries awarded last year, greatly expanded from the previous year and rising to 50 this year.



**AAT internship Programme** launched in Botswana in 2025 to support local students to find employment.



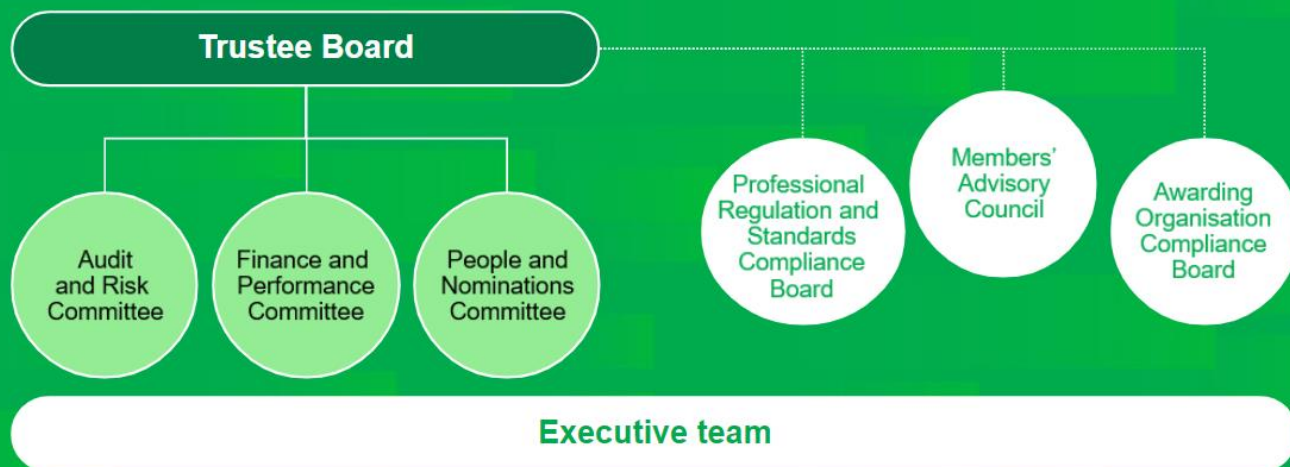
**Governance has evolved** with a skills-based Board, and new Members' Advisory Council to best support AAT and champion our membership.

## Impact Awards

2025



## AAT's Governance structure



AAT's refreshed governance structure, approved by members at the 2024 Annual General Meeting, has now been fully implemented. The changes were designed to reflect AAT's values and to align with the Charity Governance Code, raising expectations of what effective, transparent and accountable governance should look like.

At the heart of the structure is the AAT Trustee Board, which acts as AAT's governing body and is the highest decision-making authority. Led by the Chair and made up of 12 Trustees – a balanced mix of AAT members and independent appointees – the Board operates on a skills-based model to ensure it has the capability, experience and diversity needed to guide AAT's strategic direction and long-term sustainability.

Supporting the Board are three Board Committees, each chaired by a Trustee and comprising Board members. These committees work closely with AAT's two Compliance boards – the Professional Regulation and Standards Compliance Board and the Awarding Organisation Compliance Board – to provide assurance across core areas of AAT's regulatory responsibilities.

The governance framework is further strengthened by the Members' Advisory Council (MAC). With up to 50 members and chaired by the AAT President, the MAC brings together a broad cross-section of the membership to provide insight, advice and member-led perspectives. It plays an important advisory role, offering feedback and recommendations to the Board on issues that matter to the wider AAT community.



## The role

AAT is seeking to appoint one Trustee Board member, who will serve as a charity trustee, a non-executive director, and a member of the Finance and Performance Committee.

### Candidate profile

As a charity trustee, you will share collective responsibility for the overall governance and strategic direction of AAT. This includes ensuring the organisation effectively fulfils its mission, maintains strong financial stewardship, and operates in line with all relevant legal and regulatory requirements.

You will work collaboratively with fellow Trustees to shape AAT's future, safeguard its assets, and maximise its impact for members, students and the wider profession. Trustees are expected to draw on their skills, experience and sound judgement to support effective decision-making. This may involve leading or contributing to discussions, identifying key issues, offering insight on new initiatives, and providing advice in areas where you hold particular expertise.

The legal responsibilities of Trustees are set out in charity and company law, where they are referred to respectively as 'trustees' and 'company directors'. Board members may be AAT members or independent appointees.

## 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 managing 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 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.

## Specific Finance and Performance Committee experience

In addition to the core knowledge, experience, skills and qualities required of all Trustees, candidates for this role must bring a strong understanding of financial oversight and organisational performance. As a member of the Finance and Performance Committee, you will support the Board in ensuring AAT's financial sustainability, effective allocation of resources, and robust monitoring of performance against strategic objectives.

We are seeking individuals who can contribute to the following areas:

- › **Financial management or accounting expertise**, with the ability to interpret financial information, understand financial controls, and contribute to discussions on budgets, forecasts, reserves and long-term financial planning.
- › **Experience in investment management or oversight**, with an understanding of investment principles, risk, portfolio performance and the ability to engage constructively with AAT's investment advisers.
- › **Strong financial literacy**, including the ability to read and analyse financial statements, identify key trends or areas of concern, and ask insightful questions of management, auditors or advisers.
- › **Ability to interpret investment reports**, assess investment performance, and challenge assumptions or recommendations where appropriate.
- › **Understanding of organisational performance frameworks**, and the ability to scrutinise reports, KPIs and delivery metrics to ensure accountability and value for money.
- › **Sound judgement and constructive challenge**, supporting the Committee and the Board to make well-evidenced decisions that protect AAT's financial health and support long-term sustainability.





## 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.

### 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. This appointment seeks a member to join the Finance and Performance Committee.

## Brief description of the process and key dates

Once applications close, the selection panel will review all submissions against the role requirements and agree a shortlist for interview. Shortlisted candidates will be invited to meet with the panel for a final interview. Key dates for the process can be found below.

### Key process dates

Application deadline	13 April 2026
Shortlisting	20 April 2026 (candidates not required)
Interviews	29 and 30 April 2026
Process outcome	w/c 4 May 2026
Onboarding	May 2026
Appointee Term start date	1 June 2026

### Key meeting dates

Finance and Performance Committee	21 July 2026
Board of Trustees	24 July 2026



## How to apply

Applications should be submitted by emailing [governance@aat.org.uk](mailto:governance@aat.org.uk) (reference: AAT Board member role 2026).

Please ensure to include:

- › your CV
- › cover letter

The closing date for applications is **18.00 on Monday 13 April 2026**.

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

### What to include in your cover letter

Your cover letter should outline why you are interested in joining the AAT Trustee Board and how your experience aligns with the role. Strong applications will:

- › Explain your motivation for becoming a Board member and joining the Finance and Performance Committee.
- › Highlight relevant experience, particularly strategic leadership, governance, and financial oversight.
- › Demonstrate how you meet the role criteria, drawing on examples from your career.
- › Set out the contribution you would bring to the Board and to AAT's future.

For further information, please contact the AAT Corporate Governance team at [governance@aat.org.uk](mailto:governance@aat.org.uk)

Read more about AAT's Governance structure <https://www.aat.org.uk/about/what-we-do/governance>.



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