

# Why Compliance adds value

Adrian Marlowe



**Finance Directors Forum**  
Thursday 21<sup>st</sup> April 2016

## About me

- Adrian Marlowe
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- Chairman of Association of Recruitment Consultancies (ARC)
- Director of Standards in Recruitment (SiR)

# WHY COMPLIANCE ADDS VALUE

HMRC

Tax relief

IR35

Travel & subsistence

Employment Umbrella Models

Agency Tax Rules

Standards

Risk

Regulatory compliance

Avoidance

Personal liability

Quality

# Compliance

# A different ball game: new compliance era

- Investors are interested
- Lenders are interested
- Insurers are interested
- Governments are interested
- The universe ...



# MACRO v micro

# Compliance promotes your brand and adds value to your bottom line



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# SDCM

- Limitation of the tax relief claimed
- Exception to this = no SDCM
- No binding authority
- Some 200 cases researched
- HMRC guidance based on 'obiter dicta'

## Teacher and teaching assistant

- Both travel the same distance
- Only teacher gets tax relief
- Complex area, no set rule
- Exposure to tax risk





## Agency tax rules

- Umbrella service providers likely to change their model
- Always seek independent legal advice
- Check instructions to QC
- Umbrellas offer many positives

# Fairer tax relief for agency workers

- Some travel expenses should be allowed for all
- Creating a level playing field
- Significant benefits for recruiters
- Compliance requirements for agencies reduced





**NO LUNCH**

## More on compliance

- Expressed rules vs implied rules
- Overlooking implied rules of engagement can create real problems
- Simple non compliance can lead to lack of trust and lost business
- Getting it right leads to a happy and productive workforce



## Standards – stage 1

- Set up a compliance management system
- Train your staff
- Establish internal audits
- Gap analysis
- Compliance pathway



## Standards - stage 2

- Independent audit vs trade association codes
- Eliminates conflict of interest
- Identifiable quality logo
- Promote your brand
- Adds value to your P & L and balance sheet



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Handouts with supporting information  
available today from John Randall and Lois Ellett



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