

# AAT Professional Diploma in Accounting

## Level 4

**Briefing Pack for University Staff**

**2017-18**



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# 1. The University AAT Level 4 Programme

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## 1.1. About the AAT Programme

The University's AAT Level 4, Professional Diploma in Accounting programme is centrally funded through the Finance Division and is open to members of staff in a University accounting role.

You may also apply if you work in one of the University colleges, the University Press or Cambridge Assessment, although funding will be requested from your employer who may have their own criteria for joining the programme.

AAT have launched a new syllabus (AQ2016) which has been taught since 1 September 2016. All students on the University programme will be enrolled on the AQ2016 syllabus and the course will cover all the new requirements including the new synoptic assessment.

## 1.2. Benefits

This AAT study package gives each student more than simply AAT tuition. There are additional benefits:

- High quality teaching from First Intuition
- Impartial support to students and to their line managers from a member of the Finance Division Training team.
- Discounted rates when compared to standard public programmes.

### 1.3. Overview

A day-release programme provided by a third party provider (First Intuition), running from September 2017 – July 2018 that provides a total of 24 classroom days, and 6 half-days for exams. This is supplemented by approximately 6-9 hours of home study per week.

At this level students will study 6 units which are assessed by means of a computer based assessment (CBA) and/or synoptic assessment:

Unit title	End of unit assessment	Included in synoptic assessment
Financial Statements of Limited Companies	✓	✓
Management Accounting: Budgeting	✓	✓
Management Accounting: Decision and Control	✓	✓
Accounting Systems and Control	No end of unit assessment	✓
Personal Tax	✓	Not included in synoptic
Cash and Treasury Management	✓	Not included in synoptic

This level consolidates and builds upon the process covered at Level 3. There is more emphasis on analysis. The financial accounting element focuses on published financial statements and the accounting standards, which need to be adhered to when preparing them.

Participants will be placed on the public day release programme.

### 1.4. Grading

Students will be awarded an overall qualification grade (Distinction, Merit, and Pass). Students who do not achieve the qualification will not receive a qualification certificate, and will be shown as unclassified; this is indicated below for illustrative purposes only.

Grade Definition	Percentage Threshold
Distinction	90 – 100%
Merit	80 – 89%
Pass	70 – 79%
Unclassified	0 – 69% (or failure to pass one or more assessments)

Assessment	Contribution to qualification grade
Financial Statements of Limited Companies	15%
Management Accounting: Budgeting	15%
Management Accounting: Decision and Control	15%
Personal Tax	10%
Cash and Treasury Management	10%
Synoptic Assessment	35%

### 1.5. Results

For computer-marked assessments, provisional results will be available straight after the assessment. Final results will be confirmed within 10 working days. Results for assessments that are wholly or partially human-marked are delivered within timescales advertised on the AAT website, usually this is 6 weeks.

Students will be advised on what percentage of the marks available they achieved in their assessments which will then be used to calculate their grade for the qualification (Pass, Merit or Distinction).

AAT's feedback service provides a simple summary of students' performance in each assessment. The feedback statement confirms their overall result and includes a breakdown of performance by task. Feedback statements are automatically generated and are designed to help students identify their strengths and any topic areas requiring further study. The student is presented with a short descriptor against each task to describe their performance against the topics assessed in that task. There are five feedback descriptors. Each descriptor provides an indication of how the student has performed in that task, and includes generic advice on how to proceed with their studies or continuing professional development (CPD).

## 2. The Level 4 Study Units and Timetable

### 2.1. Study time

In addition to the classroom days, students will be expected to put in an additional 6-9 hours a week of course work and background reading. All students must think carefully about prioritising their studies when managing their work/life balance. The table below is based upon the AAT's recommended guided learning hours.

Unit Name	Topics	AAT Assessment method	Classroom Hours	Estimated Home study Hours
Management Accounting: Budgeting	<ul style="list-style-type: none"> <li>• Prepare forecasts of income and expenditure</li> <li>• Prepare budgets</li> <li>• Demonstrate how budgeting can improve organisational performance</li> <li>• Report budgetary information to management in a clear and appropriate format</li> </ul>	Unit and Synoptic	28	32
Management Accounting: Decision and Control	<ul style="list-style-type: none"> <li>• Analyse a range of costing techniques to support the management accounting function of an organisation</li> <li>• Calculate and use standard costing to improve performance</li> <li>• Demonstrate a range of statistical techniques to analyse business information</li> <li>• Use appropriate financial and non-financial performance techniques to aid decision making</li> <li>• Evaluate a range of cost management techniques to enhance value and aid decision making</li> </ul>	Unit and Synoptic	28	62
Financial Statements of Limited Companies	<ul style="list-style-type: none"> <li>• Demonstrate an understanding of the reporting frameworks and ethical principles that underpin financial reporting</li> <li>• Demonstrate an understanding of the key features of a published set of financial statements</li> <li>• Draft statutory financial statements for a limited company</li> <li>• Draft consolidated financial statements</li> <li>• Interpret financial statements using ratio analysis</li> </ul>	Unit and Synoptic	42	48

Unit Name	Topics	AAT Assessment method	Classroom Hours	Estimated Home study Hours
Accounting Systems and Controls	<ul style="list-style-type: none"> <li>• Demonstrate an understanding of the role and responsibilities of the accounting function within an organisation.</li> <li>• Evaluate internal control systems</li> <li>• Evaluate an organisation's accounting system and underpinning procedures</li> <li>• Analyse recommendations made to improve an organisation's accounting system</li> </ul>	Synoptic	21	39
Personal Tax	<ul style="list-style-type: none"> <li>• Analyse the theories, principles and rules that underpin taxation systems</li> <li>• Calculate a UK taxpayer's total income</li> <li>• Calculate income tax and National Insurance (NI) contributions payable by a UK taxpayer</li> <li>• Account for capital gains tax</li> <li>• Discuss the basics of inheritance tax</li> </ul>	Unit	28	32
Cash and Treasury Management	<ul style="list-style-type: none"> <li>• Use statistical techniques and financial information to prepare forecasts of cash receipts and payments</li> <li>• Prepare cash budgets and monitor cash flows within the organisation</li> <li>• Evaluate the principles of cash management within the context of regulation and government monetary policies</li> <li>• Evaluate ways of raising finance in accordance with organisational requirements</li> <li>• Evaluate ways of investing surplus funds within organisational policies</li> </ul>	Unit	21	39
<b>TOTALS</b>			168	252

### 2.3. Level 4 day release timetable for 2017-18 – Bespoke course

The Level 4 programme will be day release study, 9:30am to 4:30pm over the period August 2017 to July 2018. The tuition will be provided by First Intuition at their premises in the centre of Cambridge.

If we have enough participants First Intuition will run a bespoke group for University staff. If this is not possible, participants will be incorporated into their public day release programme.

**The dates below are for the public day release programme.**

Please check the dates carefully, the remaining dates will be advised as they are released by First Intuition.

Year	Date	Level 4	Duration	Tutor	Location
2017	07 Sept 2017	Management Accounting: Budgeting	1 day		First Intuition
	14 Sept 2017	Management Accounting: Budgeting	1 day		First Intuition
	21 Sept 2017	Management Accounting: Budgeting	1 day		First Intuition
	28 Sept 2017	Management Accounting: Budgeting	1 day		First Intuition
	TBC	Management Accounting: Budgeting – Mock due			
	TBC	Management Accounting: Budgeting - Exam			
	26 Oct 2017	Management Accounting: Decision and Control	1 day		First Intuition
	02 Nov 2017	Management Accounting: Decision and Control	1 day		First Intuition
	09 Nov 2017	Management Accounting: Decision and Control	1 day		First Intuition
	16 Nov 2017	Management Accounting: Decision and Control	1 day		First Intuition
	TBC	Management Accounting: Decision and Control – Mock due			
	TBC	Management Accounting: Decision and Control – Exam			



Year	Date	Level 4	Duration	Tutor	Location	
2018	Jan 2018	Financial Statements of Limited Companies	1 day		First Intuition	
		Financial Statements of Limited Companies	1 day		First Intuition	
		Financial Statements of Limited Companies	1 day		First Intuition	
		Financial Statements of Limited Companies	1 day		First Intuition	
		Financial Statements of Limited Companies	1 day		First Intuition	
		Financial Statements of Limited Companies	1 day		First Intuition	
	TBC Feb 2018	Financial Statements of Limited Companies – Mock due				
	TBC Feb 2018	Financial Statements of Limited Companies - Exam				
	March 2018	Professional Level Synoptic	1 day		First Intuition	
		Professional Level Synoptic	1 day		First Intuition	
		Professional Level Synoptic	1 day		First Intuition	
	Apr 18	Synoptic – Mock due				
	1 <sup>st</sup> week of May	Synoptic - Exam				
	May 2018	Personal Tax	1 day		First Intuition	
		Personal Tax	1 day		First Intuition	
		Personal Tax	1 day		First Intuition	
		Personal Tax	1 day		First Intuition	
	TBC	Personal Tax – Mock due				
	TBC	Personal Tax - Exam				
	June 2018	Cash and Treasury Management	1 day		First Intuition	
		Cash and Treasury Management	1 day		First Intuition	
		Cash and Treasury Management	1 day		First Intuition	
	TBC	Cash and Treasury Management – Mock due				
	TBC	Cash and Treasury Management - Exam				

There may be the option to attend one evening class in the event that one of day release classes is missed.

**This must be agreed with both First Intuition and Helen Parker**

## **2.4. Completing Level 4**

As would be expected, this level is more intense than Level 3. More emphasis will be placed on students completing work outside of the classroom. This is particularly important when preparing for the synoptic assessment.

In the event of failing an examination the Finance Trainer will discuss options for re-sitting with the student.

In the event of a resit, First Intuition will invoice the student directly for the cost of the exam plus administration fee. This is currently £58 but could be subject to change if AAT change the exam cost during the year. Note: The Synoptic assessment has a higher fee.

## 3. Venues

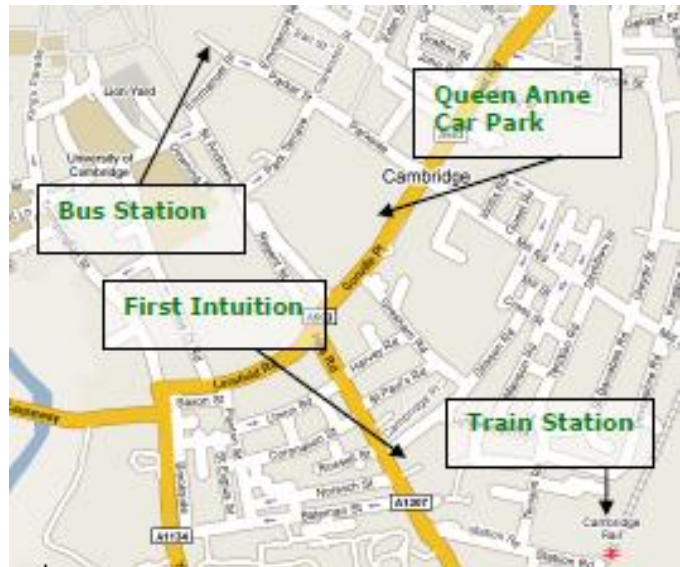
### 3.1. First Intuition

All teaching and exams will be based at First Intuition

First Intuition  
35 Hills Road  
Cambridge  
CB2 1NT

Email: [cambridge@firstintuition.co.uk](mailto:cambridge@firstintuition.co.uk)

Tel 01223 360405  
Fax 0560 342 6852



### 3.2. Getting to First Intuition

#### By Bus

From the main bus station on Emmanuel Street:

- Walk along Emmanuel Street towards Bay L (which is next to Nat West)
- Turn left and walk to the main road (St Andrews Street, which eventually turns into Regent Street and then Hills Road)
- When you reach Hills Road, you will see First Intuition on your left, by the turning into Glisson Road.

#### By Train

From Cambridge Railway station:

- Walk out of the main entrance and along to the end of Station Road.
- Turn left onto Hills Road and walk towards the town centre.
- First Intuition can be found on the right hand side, just before the right turn into Glisson Road.

It is approximately a 5 minute walk from the station.

#### By Car

The nearest car park is the Train Station car park on Station Road. The post code for sat nav. is CB12 2JW.

Another nearby car park is the Queen Anne Car Park on Gonville Place. The post code for sat nav. is CB1 1ND.

Parking on Glisson Road is free on Sundays and evenings after 6pm

## **By Park and Ride**

Use of the Park and Ride car parks is recommended, it is a good service with buses leaving approximately every 10 minutes.

- From the east – Park and Ride from Newmarket Road (A1303) off A14 at the Burwell Junction
- From the west – Park and Ride from Cowley Road off A14 at Cambridge Science Park/A10 junction, or from Madingley Road (A1303) off junction 13 of M11
- From the south – Park and Ride from Trumpington on the A1309 off Junction 11 of M11 or from Madingley Road (A13,03) off Junction 13 of M11

Once at the Emmanuel Street Bus Station follow directions for “By Bus” above.

## **By Bike**

First Intuition’s building has hooks on the side for students to chain bikes to so they can left on site securely.

### **3.3. Lunchtimes and refreshments**

Hot drinks are available for free from a vending machines and cold water is provided at the front of classes. There is a common room students can use during lunch and food and drink is permitted in classrooms. There is a Tesco and Co-Op on the doorstep together with several sandwich shops where food can be purchased at lunch times.

Computers are available in the common room with internet access and a private study room for students is usually available – just contact one of the Tutors.

### **3.4. Accessibility**

For those with mobility issues there is no disabled parking on site but by using your blue badge students can park on the street just outside the centre where it is usually parking metered. If students are in a wheelchair then a ramp can be arranged to overcome the step into the building. The class can be taught on the ground floor where there is a disabled toilet.

As standard class notes are printed on white paper but if students need them in a different colour or size font we can print these if notice is given in advance. Additional requirements for examinations will be co-ordinated with the AAT but again large format and/or different colours can be used.

Please speak to Helen Parker on email [helen.parker@admin.cam.ac.uk](mailto:helen.parker@admin.cam.ac.uk) or telephone on (7)66627 to discuss your individual requirements both before the programme starts and at any point if your circumstances change.

Please note that your requirements will not prevent you from joining the programme.

## 4. Tutors

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The University's Level 4 programme is to be provided by local training provider First Intuition.

First Intuition was founded in 2007 and has since helped thousands of students to pass their AAT, ACCA, CIMA and ICAEW exams. Key achievements:

- ACCA Platinum learning provider
- CIMA Learning Quality partner
- PQ Magazine College of the Year 2010, 2012 and 2014
- Exceptional pass rates and numerous prizewinners
- LSCA partner for ICAEW blended learning

Your tutors have many years' experience and will be available throughout the course with one-to-one support and be contactable by email outside of classroom hours.

Have a look at First Intuition's web site to find out more about your individual tutors

<http://www.firstintuition.co.uk/study-centres/cambridge.html>

## 5. Resources

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### 5.1. Study texts

All study material is supplied and will be distributed over the duration of the course as each study module begins. For each module you will receive:

- First Intuition course and lecture notes
- Access to online material and practice questions

You are not required to use additional textbooks to cover the syllabus but if you think it might help your studies then we suggest you discuss this with the tutors. Alternative texts may describe methods and techniques in different ways and this does not always help with understanding of the syllabus and preparation for the exams.

## 5.2. Other equipment

Make sure you are equipped with the following stationery, which is also recommended to comply with exam regulations where appropriate.

Students must present photo identification, such as driving license or passport when sitting the exam.

Lever-arch ring binder dividers/plastic punched wallets	To organise your files
A4 pad of paper	For note taking and exercises
Pens Highlighter pens Ruler	All AAT forms must be completed in black ink
Clear plastic case	To carry your stationery for the examinations
Calculator	That includes a percentage and a square root button, but must not be a “mini-computer” or data storage device (a phone is not recommended as you will not be allowed to use this in the exam)  You will need access to a computer with internet access and ideally word processing and spreadsheet software. If this is an issue please contact Helen Parker as we may be able assist you with gaining access to computer facilities.
Access to a computer	<i>Eligible staff can download Microsoft Office programs to their personal devices thanks to a new agreement between the University and Microsoft. [<a href="#">Click here</a> for details. Staff can find out if they are eligible for the software on the <a href="#">University Information Services (UIS) website</a>, where they can also find instructions on how to download the software]</i>

## 6. Monitoring and support

### 6.1. Monitoring Attendance

Finance Training will be recording the day release attendance of all students and any absences will be reported back to line managers. If you know that you are unable to attend a particular session please speak to your tutor in advance to plan studies for topics that are covered in your absence.

We also strongly advise you to plan holidays carefully to minimise the number of classroom sessions that you miss. During the academic year we expect you to prioritise your AAT studies to maximise your chances of passing the exams and achieving the required standards for tutor assessed work.

Please report sickness or unplanned absence to the First Intuition and to the Finance Training Team on either 01223 (7)66631 or (7)66627.

### 6.2. Progress

#### **Termly progress reports for your department**

Your key tutor will write a brief summary of your progress each Term. This will be based on results of tests, mock assessments and feedback from you and your tutors. This will also be shared with your line manager.

#### **Assessment Results**

Details of individuals' successes in the assessments will also be kept by the Finance Training Manager and shared with individual's line managers as part of the progress report.

### 6.3. Help and advice

If you experience any difficulties with the course then you are encouraged to speak to the tutors at the earliest opportunity. You may also email them and they will respond within two working days.

Over the years we have plenty of experience of the typical struggles and the unforeseen domestic emergencies that people may encounter whilst trying to study. Please do not hesitate to contact Helen Parker in these circumstances.

The University will be monitoring the programme on a regular basis and you will have opportunities to give anonymous feedback through our online survey tool. Helen Parker in the Training Team will be on-hand if you wish to discuss any concerns or require additional advice at any time.

Helen Parker	<a href="mailto:helen.paker@admin.cam.ac.uk">helen.paker@admin.cam.ac.uk</a>
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(Finance Trainer)	01223 (7)66627
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## 7. Costs

### 7.1. Tuition and exam fees

If your study application is supported by your line manager/department and by the Finance Division Training Manager, the University (or your college), will fund the tuition costs and the entry fees for the assessments.

For the 2017-18 programme, the full cost is £2,300 broken down as below:

Funded by the Finance Division: £1,500

(this is repayable by the individual in the event that they do not complete the course or leave the University within one year of completion)

Cost to the individual/department: £800

### 7.2. AAT membership

New AAT members will also have to pay the admission fee (currently £43)

Application for, and payment of, the student membership of AAT is the responsibility of the student. The current student membership fee is £92

You must be registered as a student before you are able to access the study resources on the AAT site, or sit any of the exams.

### 7.3. Student contribution

All departmental students will be asked to make a payment of £800 towards the cost of their studies. For some students this may be covered by their department, who may have their own policy with regard to repayment if the student leaves the University.

If you are paying the contribution yourself you will be able to pay by cheque, credit or debit card once your enrolment is confirmed.

Alternatively, if your department is willing to pay this contribution please ensure your manager completes the authority to invoice section of the application form.

### 7.4. Conditions of funding

Please note, when you sign the application/funding form and begin the course, you are also agreeing to the Finance Division's terms and conditions of funding and that if you don't complete the course and/or leave the University within a specified period then you may have to repay all or a proportion of this amount. Full details are set out at the end of the form.

## 8. Applying for the University AAT Level 4 Programme

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### 8.1. Eligibility

To be eligible for a place on the programme, you will need to be a permanent member of staff in the University and meet the following criteria:

- Be supported by your line manager; firstly to release you for the study days during the year and secondly to confirm that your studies are appropriate and beneficial to you and your department.
- Prospective students must have completed AAT Level 3 (or equivalent)
- You are expected to make a personal commitment to complete the level within the academic year (including all computer based exams)
- You must commit to studying sufficiently in your own time in line with the classroom schedule.
- You must also agree to the terms and conditions attached to University funding and support.

We will review all applications and will endeavour to meet all applicants personally. In the event of the course being oversubscribed, decisions will be made based on business needs.

### 8.2. To Apply

- Discuss with your line manager and ask them to complete section 5 of the Finance Training Funding/Application form. (Appendix B)
- Establish with your line manager who will pay the student contribution fee (£800) and indicate as appropriate on section 7 of the form.
- Include your AAT statement of Achievement summarising your prior qualifications or documentation of any alternative accounting qualifications and experience.
- Return the completed Finance Training funding/Application form by at the latest **Friday 4<sup>th</sup> August 2017** to:

**Margaret Peck**  
Finance Training,  
Finance Division, Greenwich House  
Madingley Rise, Madingley Road  
Cambridge  
CB3 0TX

## 9. Appendices

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### Appendix A – Unit Overview

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#### Management Accounting: Budgeting

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This unit is about the use of budgeting for planning, coordinating and authorising the activities of an organisation and for controlling costs. The unit provides skills and knowledge to improve the performance of an organisation by setting targets, constructing achievable plans and monitoring results.

Students will develop a range of skills within the context of planning and control. These include management accounting, statistical analysis, written communication and variance analysis. The application of standard costing and its links to budgeting is also included, although the topic is covered in detail in the Management Accounting: Decision and Control unit.

Students will also develop their business awareness as part of this unit. In particular, they will gain an elementary understanding of production planning (efficiency, adjusting for changing inventory levels, material control, staff planning, plant scheduling) and aspects of marketing (competition, promotion, product life cycle and so on). In this context, performance measures are used to set targets and monitor performance. These are not high-level financial indicators such as return on net assets, as learned in other units, but detailed measures relevant to specific budgets. As an example, average hourly labour rate would be relevant to the control of a direct labour cost budget.

Budgeting could be described as the art of the possible. Budgets are constructed from forecasts and plans. Forecasts relate to external factors, over which management may have very little influence, while plans relate to the organisation's activities and must be managed.

#### Management Accounting: Decision and Control

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This unit is one of the mandatory Professional level units. It takes students from Advanced level costing principles and prepares them to be valuable members of a management accounting finance team. This unit was formerly known as Financial Performance.

A student who has successfully completed this unit, together with the Professional level unit, Management Accounting: Budgeting, should be a useful member of a management accounting team. Working with little supervision, the student could be expected to liaise with key business unit managers and/or budget holders in order to: prepare a basic budget and/or standard cost budget; create budgetary reports, control reports and standard costing control reports; and prepare key performance indicators and workings to aid management decision making.

This unit teaches students management accounting principles and concepts. Students will understand the nature and importance of different concepts such as cost behaviour, cost analysis, standard costing and contribution theory. They will know when each technique should be used to aid the planning and decision making of an organisation and the subsequent analysis for control purposes.

They will learn the key performance indicators that should be used to aid the performance monitoring of an organisation and the techniques for assessing changes to an organisation (what-if analysis). The student will build a toolbox of techniques, understand the nature of these techniques and know when each technique should be used.

## **Financial Statements of Limited Companies**

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This unit is concerned with the drafting, analysis and interpretation of financial statements of limited companies. This builds on the Foundation and Advanced levels, where the emphasis of the financial accounting units is on identifying and recording transactions in accounts and ledgers following the principles of double-entry bookkeeping, and drafting the financial statements of unincorporated organisations from the accounts and records prepared.

On successful completion of this unit, a student could be expected to be able to draft the financial statements of single limited companies and groups of companies with little supervision. A student could also analyse and interpret financial statements of limited companies by means of ratio analysis for the purposes of assisting outside user groups in their decision making, thereby fulfilling a useful role within an accounting team.

The unit provides students with the skills and knowledge for drafting the financial statements of single limited companies and consolidated financial statements for groups of companies. It ensures that students will have a proficient level of knowledge and understanding of international accounting standards, which they will be able to apply when drafting the financial statements, and will have a sound appreciation of the regulatory and conceptual frameworks that underpin the preparation of limited company financial statements.

Finally, the unit will equip students with the tools and techniques that will enable them to analyse and interpret financial statements effectively.

## **Accounting Systems and Controls**

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This unit aims to enable students to demonstrate their understanding of the role of the accounting function in an organisation and the importance of internal controls in minimising the risk of loss. Students will undertake an evaluation of an accounting system to identify weaknesses and assess the impact of those weaknesses on the operation of the organisation.

Students will then make recommendations to address the weaknesses, having regard for the costs and benefits, the sustainability and the impact of those recommendations on users of the accounting system. This unit enables students to consolidate and apply the knowledge and understanding that they have gained from the mandatory Professional level units of Financial Statements of Limited Companies, Management Accounting: Budgeting and Management Accounting: Decision and Control to the analysis of an accounting system.

When organisations have a planned change in policy, there will be a transition period, which will present its own challenges. Students need to be able to review a planned change in policy, identify potential problem areas while one system is being changed to another, and make suitable recommendations to ensure that the integrity of the accounting system is maintained.

The accounting system affects all areas of an organisation and should be capable of producing information to assist management with decision making, monitoring and control, as well as producing financial information to meet statutory obligations. In this unit, students will demonstrate their analytical and problem-solving skills, exercising judgement to make informed

## **Personal Tax**

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This unit is about the key aspects of taxation that affect UK taxpayers. It covers income tax, National Insurance (NI), capital gains tax and inheritance tax.

This unit provides students with the underpinning theory on taxation, such as what makes for a fair and equitable taxation system. Students then explore three core areas of income that contribute to a taxpayer's income tax liability: employment income, income from investments and income from property. Deductions and reliefs that apply to this income are then covered, so that students can compute the net income tax payable or reclaimable for a UK taxpayer.

The unit covers NI as applicable to employment income, together with the key principles that are part of capital gains tax and inheritance tax.

Students are also expected to demonstrate their knowledge and understanding of how UK taxpayers can minimise their tax liability legally. For example, investing in a new individual savings account (NISA) will ensure that interest on the investment will be exempt from tax, whereas an investment in a building society will usually give rise to a tax implication. The ethical issues that surround this complex area will also be considered.

Taking all areas together, students will gain knowledge and understanding of all key areas of UK tax that can affect an individual UK taxpayer.

## **Cash and Treasury Management**

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This unit covers the skills and knowledge that students need in order to be able to identify the movements of cash within the business and make informed decisions on the best course of action to maximise the wealth of the business.

This unit provides a link to the importance of cash management to a business. It is generally accepted that a large number of organisations fail not through a lack of generated sales orders but through an inability to make sound financial decisions in controlling cash and working capital, and making informed decisions in investing surplus funds or raising cash when need dictates. Those organisations that manage their cash resources effectively have a lower risk of failure than those where these controls show signs of a severe lack of robustness and scrutiny on critical decisions that ensure the buoyancy of cash within the business.

Accounting technicians may be required to provide management with information that will aid them in making informed executive decisions to control spending, raise finance if and when needed, invest surplus funds and maximise the return on those funds in accordance with risk management. Students will learn to be able to identify non-cash items in the financial information provided and eliminate these using techniques that will monitor the flow of cash into and out of the business.

This unit will provide students not only with an understanding of the theoretical principles of effective cash management but also with the practical skills needed to identify the various options available and to make informed decisions on the most viable course of action.

## Appendix B – Application for Funding from the Finance Training AAT Budget 2017-18

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Please return the completed form to:

**Margaret Peck, Finance Training, Greenwich House, Madingley Rise, Madingley Road, Cambridge.**

The Finance Team may contact you and your line manager to discuss the application for funding, the study requirements and the commitment of all parties to the proposed study. Finance Training will formally notify the candidate and their manager of acceptance onto the programme.

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### **1. Applicant**

Title..... First Name.....

Surname.....

Department.....

Work telephone number .....Work email .....

Job title and grade .....

Date of joining University .....Time in current post.....

### **2. Details of training to be undertaken**

Course title                   **AAT – Level 4, Diploma in Accounting**

Training provider/venue: **First Intuition – Hills Road**

Type of attendance and duration...**24 full days plus 6 half-days.** .....

Amount of funding applied for from the Finance Division: **£1,500**

Have you undertaken any other accountancy/bookkeeping study before?.....

If yes, please describe what and when.....

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**3. Personal statement by applicant.**

Please state why you want to undertake the training, what skills and knowledge you hope to develop and how these can be used in your current role.

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#### 4. Agreement by the applicant

**Please read carefully all the information in this section before signing below.**

- The training and qualification must be directly relevant to the applicant's current role.
- There must be departmental support for the training.
- Funding is approved only for the course/qualification specified in Section 2 above; the applicant must reapply for funding for any subsequent course/qualification.
- Where funding is granted the budget can pay for course fees and exam registration. The budget cannot cover additional books or materials, travel or other expenses.
- To qualify for funding, the applicant must agree:
  - (a) to attend all necessary sessions and to report any absences to his/her department
  - (b) that the training provider may provide information to the University on his/her attendance and progress – and a summary of progress will be provided to the department signatory named in section 5 below
  - (c) to provide proof of the relevant qualifications and/or past results to support this application if requested by Finance Training.
  - (d) to provide information about yourself to enable the training provider to apply for government funding which may subsidise the tuition fees wholly or in part.
  - (e) to take part in an evaluation process of the training package and complete feedback about the quality of training provision
  - (f) to contact Finance Training as early as possible to discuss any concerns about the course or his/her progress
  - (g) to notify and to refund to the University the whole or part of the funding, as Finance Training may require, if he/she withdraws from a course or resigns from the University's employment within one year of completing the training ("completing" means sitting the final examination, assignment, assessment or portfolio work).**
  - (h) that any such refund under (g) above may be deducted at source by the Payroll Section of the Finance Division on the authority of Finance Training.

I accept the conditions set out above and apply for the fees to be paid for by the University.

Applicant Signature ..... Date.....



**To be completed by the Line Manager or Administrator.**

**5. Supporting statement, please include how this training will benefit the applicant and the department/University.**

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**6. Agreement by the department or faculty**

I recommend that the University should advance the fees as I believe the applicant and the department/faculty will benefit from the training and qualification. In my opinion this course is directly relevant to the applicant’s current role. I agree to release the applicant as necessary in order for him/her to attend the course and will monitor their attendance and progress. Additionally, I agree to notify Finance Training immediately if the applicant submits their resignation or transfers to another institution either during the course or within one year of its completion.

Signed.....	Position .....
Print name.....	Date .....

**7. Authorisation to invoice for course contribution**

Each student will be required to **pay £800** towards the cost of the course.

Please indicate below who has agreed to pick up these costs and should be invoiced accordingly.

The Applicant	Signature.....	Name.....
	Date.....	
OR		
The Department	Signature.....	Name.....
	Date .....	Position.....