Professional Training Programme
Scottish Region
Accountancy Profession
Seven Stages of Development 2016/17
# Seven Stages of Development

<table>
<thead>
<tr>
<th>Content</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>Enrolment Administration</td>
<td>1</td>
</tr>
<tr>
<td>Venue and Times</td>
<td>1</td>
</tr>
<tr>
<td>Course Costs &amp; Dates</td>
<td>2</td>
</tr>
<tr>
<td>T1 Getting to Grips with Double Entry Bookkeeping</td>
<td>3</td>
</tr>
<tr>
<td>T2 Working with Clients’ Accounting Records</td>
<td>4</td>
</tr>
<tr>
<td>T3 Producing an Audit File</td>
<td>5</td>
</tr>
<tr>
<td>T4 Starting to Take Responsibility for Small Assignments</td>
<td>6</td>
</tr>
<tr>
<td>T5 Taking Full Responsibility - Owning the Job</td>
<td>7</td>
</tr>
<tr>
<td>T6 Leading the Team and Managing Yourself</td>
<td>8</td>
</tr>
<tr>
<td>T7 Managing Clients, Colleagues and Yourself</td>
<td>9</td>
</tr>
<tr>
<td>Booking Form</td>
<td>10</td>
</tr>
</tbody>
</table>
Introduction

Welcome to our brochure detailing the Professional Training Programme for 2016/17.

The courses are designed to cover both the technical and practical skills required by staff working in a professional office.

The courses are aimed at all levels of professional staff from those who are new to the Accountancy profession through to those with four or more years of experience. Further guidance on who should attend individual courses can be obtained from Eleanor Kilmister at Mercia on 0116 258 1200 or by email at eleanor.kilmister@mercia-group.co.uk

Enrolment Administration

To make enrolments for each course please email the details to Eleanor Kilmister at eleanor.kilmister@mercia-group.co.uk as soon as possible but no later than two weeks before the start of each course. If you would like any member of staff to attend only part of a course please indicate this in your email.

An invoice will be issued which is due for payment prior to the commencement of the course. Joining instructions will be issued for each delegate.

Pre course questionnaires will be sent to each firm one week prior to the start for students to complete. We ask that these forms are then taken to the courses to form part of our student evaluation.

Post course questionnaires will be handed out and completed at the end of the course to complete the pack which is sent back to employers to assess individual students understanding, progression and overall achievement.

Venue and Times

The courses will be held at:

**The Royal George Hotel, Tay Street, Perth, PH1 5LD** Telephone 01738 624455

All courses will run from 9.00am to 4.45pm with a lunch break from 12.45pm to 1.30pm. For those attending on a residential basis, evening tuition will be held from 5.00pm to 6.30pm.
### Seven Stages of Development

<table>
<thead>
<tr>
<th>Stage</th>
<th>Course Title</th>
<th>Dates</th>
<th>Duration</th>
<th>Residential Cost (£)</th>
<th>Non Residential Cost (£)</th>
<th>Day Delegate Cost (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>T1</td>
<td>Getting to Grips with Double Entry Bookkeeping</td>
<td>23 to 26 August 2016</td>
<td>4 days</td>
<td>£1115</td>
<td>£800</td>
<td>£224</td>
</tr>
<tr>
<td>T2</td>
<td>Working with Clients’ Accounting Records</td>
<td>25 to 28 October 2016</td>
<td>4 days</td>
<td>£1115</td>
<td>£800</td>
<td>£224</td>
</tr>
<tr>
<td>T3</td>
<td>Producing an Audit File</td>
<td>7 to 10 November 2016</td>
<td>4 days</td>
<td>£1115</td>
<td>£800</td>
<td>£224</td>
</tr>
<tr>
<td>T4</td>
<td>Starting to Take Responsibility for Small Assignments</td>
<td>12 to 14 October 2016</td>
<td>3 days</td>
<td>£880</td>
<td>£680</td>
<td>£254</td>
</tr>
<tr>
<td>T5</td>
<td>Taking Full Responsibility – Owning the Job</td>
<td>5 to 7 September 2017</td>
<td>3 days</td>
<td>£930</td>
<td>£740</td>
<td>£276</td>
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<tr>
<td>T6</td>
<td>Leading the Team and Managing Yourself</td>
<td>22 to 24 November 2016</td>
<td>3 days</td>
<td>£930</td>
<td>£740</td>
<td>£276</td>
</tr>
<tr>
<td>T7</td>
<td>Managing Clients, Colleagues and Yourself</td>
<td>29 November to 1 December 2016</td>
<td>3 days</td>
<td>£1000</td>
<td>£780</td>
<td>£291</td>
</tr>
</tbody>
</table>

All prices are exclusive of VAT.

Residential fees include dinner, bed and breakfast for 2 or 3 nights as appropriate.

Non residential fees include morning and afternoon refreshments and a light lunch.

All courses will be held at The Royal George Hotel, Perth.
This course is essential for all new recruits. It will ensure they understand the basic concepts of double entry bookkeeping and accounts preparation.

**Speaker:** Michael Siviter

**Day 1**
**Principles of Bookkeeping**
- Consideration of accounting records, types of business and methods of bookkeeping
- Recording cash and credit transactions
- Extracting a trial balance
- Preparation of a profit & loss account and balance sheet

**Day 2**
**Bookkeeping: The Next Stage**
- Introduction to common year end adjustments including accruals, prepayments, bad debts, depreciation and stock
- Production of journal entries

**Day 3**
**Bookkeeping Case Study**
- Wanda of Whetstone case study: writing up books of prime entry
- Bank reconciliation procedures
- Writing up sales and purchase ledgers
- Balancing off these ledgers and extracting balances

**Day 4**
**Bookkeeping Case Study (continued)**
- Wanda of Whetstone case study: posting to the nominal ledger and reconciling control accounts
- Preparing journals and calculating accruals and prepayments
- Extracting a trial balance and producing a draft profit and loss account and balance sheet

**DATES:** 23 to 26 August 2016

**TIMES:** 9.00am – 12.45pm and 1.30pm – 4.45pm with evening teaching from 5.00pm – 6.30pm for those on a residential basis

**VENUE:** The Royal George Hotel, Perth
Professional Training Programme
Scottish Region

Working with Clients’ Accounting Records (T2)

Building on the knowledge acquired from attendance on the bookkeeping course, this course will help staff produce accounts and understand VAT returns from clients’ accounting records and begin to increase their understanding of positive communication behaviours to enable good working relations with colleagues and clients. It will also cover a basic introduction to auditing, including the difference between an auditor and an accountant and the basic principles involved in this work.

Speaker: Monica Jandu

Day 1  Accounts Preparation Skills
- Preparation of accounts and supporting working papers from the incomplete records of a sole trader
- Use of spreadsheets to analyse expenses and prepare an extended trial balance
- Preparation of list of points to be discussed with client and opportunity to ‘interview the client’
- Results of client discussions given back to students and adjustments to be made to work done
- Consideration of issues when clients use computerised recording systems

Day 2  AM Practical Accounting Skills
- Further consideration of incomplete records
- Finance leases and hire purchase
- Private and related party transactions
- Accounting for partnerships
- Accounting for companies
- Accounting for foreign currency

PM Introduction to Auditing
- What is an audit and why do we audit?
- Consideration of ethical aspects of auditing
- Explanation of the key stages of an audit with reference to appropriate auditing standards

Speaker: Michael Siviter

Day 3  Introduction to Taxation
- Basic introduction to Employment Tax
- The basic scope of VAT and the bookkeeping entries necessary to record the VAT element of business transactions
- Basic overview of Business Tax

Day 4  Communication and Behavioural Techniques
- Importance of communication – ways, means and barriers
- Helping and hindering behaviours
- Body language basics
- Handling difficult situations
- Telephone skills

Please be aware that a laptop will be required for day 1 of this course

DATES: 25 to 28 October 2016
TIMES: 9.00am – 12.45pm and 1.30pm – 4.45pm with evening teaching from 5.00pm – 6.30pm for those on a residential basis
VENUE: The Royal George Hotel, Perth
Professional Training Programme
Scottish Region

Producing an Audit File (T3)

As staff start to become more involved in audit work this course will help them to understand what they must achieve. Using the case study, Woolly Jumpers Knitwear Ltd, participants will be introduced to key audit areas. Participants will also see how the audit file will be compiled through CCH Audit Automation (hands off). Typically, staff will have 3 – 9 months’ office experience.

Speaker: Monica Jandu

Day 1  How to Audit
- Revision of basic auditing principles
- Understanding their role in planning for an audit
- Introduction to Systems & Controls testing

How to Audit Profit & Loss
- The key audit assertions involved in income and expenditure testing
- Payroll testing
- Auditing purchases/expenses
- Disclosure requirements

Day 2  AM How to Audit Fixed Assets
- Introduction to Fixed Assets, objectives of the section and main audit areas
- Use of client’s Fixed Asset lead schedule, working papers and relevant invoices plus extractions from the minutes and the repairs and maintenance account, and physical verification schedule
- Required to audit the section updating the Fixed Asset register in the process. Several errors are discovered giving further experience of scheduling of potential adjustments
- Review of case study and any points arising

PM How to Audit Bank & Cash
- Introduction to bank and cash, objectives of the section and main audit areas
- Review of the various sources of audit evidence available
- Audit of bank reconciliation
- Consideration of audit work on other accounts
- Use will be made of lecture examples and practical work based on the case study – Woolly Jumpers Knitwear Ltd

Day 3  AM How to Audit Creditors
- Introduction to creditors
- Review of the possible analytical procedures which could be used in connection with creditors
- Creditors statement reconciliation
- Working papers
- Leases and Hire Purchase

PM How to Audit Debtors
- Review of the possible analytical procedures which could be used in connection with debtors
- Debtors circularisation
- Introduction to the audit of bad debts, consideration of cut off, credit note provision, other debtors and prepayments
- Completion of trade debtors schedule, lead schedule, cross-referencing of whole section and completion of Audit Programme
- The case study of Woolly Jumpers Ltd will continue to be used

PM How to Audit Stock
- Introduction to the audit of stock, objectives of the section and audit work
- Stock take attendance
- Action planning

Day 4  AM Sage 50 Accounts
- Opening balances and OB adjustments
- Chart of Accounts
- Sage Control Accounts
- Bank and VAT reconciliation procedures
- Corrections, adjustments, journals and write-offs
- Month-end and Year-end processing
- Reporting, and general data interrogation
- Sage 50 Report Designer module (to edit and create reports)

PM Analysing Sage 50 data using Excel
- Exporting data to Excel from record screens and via .csv
- Creating refreshable worksheets to Sage data sources
- Using the Excel Database tools to interrogate Sage data
- Using the Excel Pivot Table tools to interrogate Sage data
- Additional analysis tools – Sampling, Random and Lookup formulae

DATES: 7 to 10 November 2016
TIMES: 9.00am – 12.45pm and 1.30pm – 4.45pm with evening teaching from 5.00pm – 6.30pm for those on a residential basis
VENUE: The Royal George Hotel, Perth
As staff become more experienced they will need to use their time more efficiently and be able to communicate with clients. This course will ensure that those responsible for small audit assignments are completing the work in the most efficient manner, have an understanding of the risks associated with auditing within the scope of an audit assignment and build their awareness of the risk of fraud. Typically, staff will have 9 – 18 months’ experience.

**Speaker:** Andrew Paul

**Day 1**

**The Importance of Planning in an Effective Audit**
- The purpose of planning and the process by which it is achieved
- Relevant auditing standards and their application
- Risk assessment, preparation of overall audit plans, tailoring audit programmes and the budgeting process
- How to plan an audit using CCH Audit Automation Software (Mercia Version). This session will include ‘hands on’ use of the CCH Audit Software

**Day 2**

**AM Effective Small Company Audits**
- Problems presented by the audit of small companies
- Consideration of risk and materiality
- Audit evidence from accounts preparation and other work undertaken for a client
- Completion procedures and how to summarise results for partners’ attention

**PM Planning for a ‘Non-standard’ Audit Assignment**
- Discussion on different types of ‘non-standard’ audit
- Differences in accounting
- What must they consider for this type of assignment

**EVENING**

**Understanding Accounts**

**Day 3**

**AM Effective Use of Analytical Procedures**
- Understanding clients and building up expectations for use in analysis
- Using analytical procedures to provide substantive evidence
- Recording and corroborating the results of analytical procedures
- Using IT for effective analytical review
- Analytical procedures at the completion stage

**PM Auditing Stock and the Risks Involved**
- Objectives of section and audit work. Emphasis is placed on the high risk nature of the audit area
- Stock take attendance
- Valuation

**DATES:** 12 to 14 October 2016

**TIMES:** 9.00am – 12.45pm and 1.30pm – 4.45pm with evening teaching from 5.00pm – 6.30pm for those on a residential basis

**VENUE:** The Royal George Hotel, Perth
Professional Training Programme
Scottish Region

Taking Full Responsibility – Owning the Job (T5)

This course will ensure that those moving onto a more senior role are technically aware of the issues which may arise. It is assumed that staff will have at least two years’ office experience. It is aimed at those who will be sitting ICAS TPE in the November following this course.

Speaker:  Sally Hutchings

<table>
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<tr>
<th>Day 1</th>
<th>AM The Auditor at Risk</th>
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<tbody>
<tr>
<td></td>
<td>What is fraud/motivators to committing fraudulent activities</td>
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<td>Indicators and common types of fraud</td>
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<td>Prevention/detection of fraud and providing client advice</td>
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<td>Responsibilities – Directors v Accountants</td>
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<td>The auditor’s role – how to audit fraud</td>
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<td>The importance of quality control throughout the audit</td>
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<td>Improving the audit risk analysis</td>
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<td>Appreciate the possible consequences of a legal claim</td>
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<tr>
<th>Day 2</th>
<th>Auditing the Difficult Areas</th>
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<td></td>
<td>Completeness of income</td>
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<td>Completeness of creditors</td>
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<td>Provisions and contingencies</td>
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<td>Related party transactions</td>
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<td>Accounting estimates</td>
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<td>Recognition of income</td>
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<td>Going concern</td>
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<td>Intangible assets</td>
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<td>Management override</td>
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<tr>
<th>PM Laws &amp; Regulations for the Auditor</th>
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<tbody>
<tr>
<td>How to audit laws &amp; regulations</td>
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<tr>
<td>Health &amp; Safety</td>
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<tr>
<td>Laws &amp; regulations – industry specifics</td>
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<td>ISA+ 250 – requirements of auditing standard</td>
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<tr>
<th>Day 3</th>
<th>AM Effective Report Writing</th>
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<td>Structure, purpose, style and content</td>
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<td>Use of plain English to create appropriate tone and impression</td>
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<td></td>
<td>‘Golden rules’ of business writing</td>
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<td></td>
<td>Preparation for ICAS TPE report writing</td>
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<th>PM Efficient File Completion</th>
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<tr>
<td>How and why inefficiencies arise: how they can be minimised</td>
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<tr>
<td>Final analytical review</td>
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<tr>
<td>Post balance sheet events: going concern</td>
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<tr>
<td>Representations and communication</td>
</tr>
<tr>
<td>Audit summary memorandum</td>
</tr>
</tbody>
</table>

**DATES:**
5 to 7 September 2017

**TIMES:**
9.00am – 12.45pm and 1.30pm – 4.45pm with evening teaching from 5.00pm – 6.30pm for those on a residential basis

**VENUE:**
The Royal George Hotel, Perth
Professional Training Programme
Scottish Region

Leading the Team and Managing Yourself (T6)

As client contact and staff responsibility increases this course will help staff become more aware of general business and appreciate the importance of communicating effectively. Ideally staff will have at least two years’ experience prior to attending this course.

Speaker: Sally Hutchings

Day 1
AM How to be an Effective Senior
- The learning cycle and learning styles
- One to one training, giving effective instruction to juniors
- Giving and receiving feedback
- Group skills, influencing and decision making skills

PM Reviewing Skills
- Objectives of the review
- The role and skills required of a senior
- The review process and clearance of review points

Day 2
AM Effective Time Management
- Importance of good time management
- Common time wasters and what can be done about them
- Tools for scheduling and prioritising
- Planning ahead and deadline management
- Delegating – the pitfalls and benefits

PM Working Effectively Under Pressure
- Pressure v stress
- Recognising symptoms of too much pressure
- Physical and mental methodology to reduce internally generated pressure
- Case studies and exercises to demonstrate key points and practical applications

Day 3
Achieving Client Satisfaction
- Managing client expectations
- Measuring and achieving client satisfaction
- Dealing with complaints

DATES: 22 to 24 November 2016
TIMES: 9.00am – 12.45pm and 1.30pm – 4.45pm with evening teaching from 5.00pm – 6.30pm for those on a residential basis
VENUE: The Royal George Hotel, Perth
Professional Training Programme
Scottish Region

Managing Clients, Colleagues and Yourself (T7)

This course will help staff practise their interpersonal and business awareness skills. It is aimed at staff in all disciplines (tax, accounts, IT, audit, support functions etc.) with at least 3 years' office experience.

Speaker: Michael Siviter

Day 1 Becoming an Effective Manager
- Defining management and management styles
- The basics of leadership
- Delegation and motivation
- Gaining commitment
- The ingredients of an effective team including team building exercise

Day 2 AM Effective Time Management and Working Effectively Under Pressure
- A revision of topics covered on T6
- Tools for scheduling and prioritising
- Planning ahead and deadline management
- Delegating – the pitfalls and benefits
- Recognising symptoms of too much pressure
- Physical and mental methodology to reduce internally generated pressure
- Case studies and exercises to demonstrate key points and practical applications

PM Effective Meeting Skills
- Characteristics and types of meetings
- The importance of being prepared
- Managing contributions, participation and conflict
- Influencing skills
- Putting it on record

Day 3 Effective Presentation Techniques
- Delivery of first presentations
- Feedback and analysis
- The importance of preparation
- Outlining, structuring and composing your presentation
- Delivering the presentation: controlling nerves, pace, tone, non verbal communication and handling the audience
- Delivery of second presentations

Please note that some preparation time will be required before this session to prepare an initial presentation. Some presentations will be recorded.

DATES: 29 November to 1 December 2016
TIMES: 9.00am - 12.45pm and 1.30pm - 4.45pm with evening teaching from 5.00pm - 6.30pm those on a residential basis
VENUE: The Royal George Hotel, Perth
<table>
<thead>
<tr>
<th>Delegate Name(s)</th>
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<tbody>
<tr>
<td>T1 Getting to Grips with Double Entry Bookkeeping</td>
</tr>
<tr>
<td>T2 Working with Clients’ Accounting Records</td>
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<tr>
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**Payment Details**

<table>
<thead>
<tr>
<th>Residential – total places</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non residential – total places</td>
<td>£</td>
</tr>
<tr>
<td>Day delegate – total places</td>
<td>£</td>
</tr>
</tbody>
</table>

plus VAT @ 20%  £

**TOTAL** (Cheque enclosed payable to Mercia Group Ltd)  £

Paying By Credit Card: Visa, Mastercard Or Delta Accepted

<table>
<thead>
<tr>
<th>Cardholder No</th>
<th></th>
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<tbody>
<tr>
<td>Security Code</td>
<td></td>
</tr>
<tr>
<td>Card Expiry Date</td>
<td></td>
</tr>
<tr>
<td>Cardholder Name &amp; Initials</td>
<td></td>
</tr>
<tr>
<td>Cardholder Address (Inc. Postcode)</td>
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</tr>
</tbody>
</table>

Please return by post, fax or email to eleanor.kilmister@mercia-group.co.uk

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**Mercia Group Ltd**, Best House, Grange Business Park, Enderby Road, Whetstone, Leicester LE8 6EP

**t** 0116 258 1200  **f** 0116 258 1250  **enquiries@mercia-group.co.uk**  **www.mercia-group.co.uk**

**Cancellations:** No refund will be made where a cancellation is received less than 14 days before the date of the course. All other cancellations will be subject to a 20% administration charge. All cancellations must be in writing. **Transfers and late bookings:** If you wish to transfer 7 working days notice must be given in writing. When shorter notice is given, Mercia reserve the right to charge a £25 plus VAT administrative fee or refuse the request.

Mercia Group Ltd is a company registered in England and Wales with company number 1464141. Registered office: 6 -14 Underwood Street, London, N1 7JQ