QCF Level 4

Internal Control and Accounting Systems

STUDENT NOTES
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction and Assessment</td>
</tr>
<tr>
<td>2</td>
<td>Outcomes and Criteria</td>
</tr>
<tr>
<td>3</td>
<td>Internal Controls and Fraud</td>
</tr>
<tr>
<td>4</td>
<td>Finding weaknesses and making recommendations</td>
</tr>
<tr>
<td>5</td>
<td>Business English</td>
</tr>
<tr>
<td>6</td>
<td>Report Plan</td>
</tr>
<tr>
<td>7</td>
<td>Deadlines</td>
</tr>
<tr>
<td>8</td>
<td>Report Guide</td>
</tr>
<tr>
<td>9</td>
<td>Other requirements</td>
</tr>
</tbody>
</table>
1 Introduction and Assessment

What is ICAS

Internal Control and Accounting Systems (ICAS) requires students to write a 3500-4000 word report to show their knowledge of internal controls and evaluating accounting systems. You will be required to identify areas of weakness that could lead to errors in the accounts, and to assess the potential for fraud to occur. You will have to describe recommendations to address these issues and detail their costs and benefits. Your report will have section and paragraph numbers that you will use to complete a “mapping document” showing how your report covers the AAT requirements. You will also have a letter confirming this is your own work (employer or assessor provided) this is called a witness testimony. If required you may also have some verbal questioning in a final interview.

This unit is key to obtaining the level 4 qualification for AAT and requires a good standard of written English. The report must be word processed to show professional presentation.

Theme

Firstly a theme will be identified. This involves choosing the company that you will base your report on. If you are currently employed this could be the business where you work. If you are not currently employed then you can use previous employment experiences (up to a maximum of two years old). Your employer will need to write a letter to authenticate the report. Alternatively, the AAT provides an on-line case study. Assessors will authenticate these reports.

You then need to identify all or part of an accounting function that has or is experiencing problems; this could range from budgeting, stock control, payroll, petty cash, expenses, credit control etc. You need to identify where these problems could lead to errors in the accounts and where there is potential fraud risk. The case studies are written to have several areas of weakness – you just choose one area to focus your report on. Do not try to write about too many areas.

The report must respect employee’s duty of confidentiality to their employer. Your employer may allow you to name your firm alternatively you can give the organisation a false name e.g ABC Limited.

The report must be objective and not a vent for personal feelings.
**Mentor, Witness and Assessor roles**

AAT recommend that if you are writing about your workplace, you ask someone at work to mentor you. They do not have to be a line manager; they could help with ideas, proof reading, and motivating you to meet your deadlines. They should not write the report for you!

If writing about your workplace AAT require us to obtain a letter from your line manager to confirm the report is factually correct and your own work. This is called a Witness Testimony. If you are using the case study your assessor will authenticate your work and write a Witness Testimony for you.

Your Kaplan assessor will give feedback on your plan and on each draft and offer formative guidance if required (see below on Assessment).

**Assessment (three strikes and you’re out!)**

Your work can be submitted by email to your assessor. AAT are developing a web based site for submission and your assessor may advise you to use this instead. Please follow your assessors guidance.

Firstly your **plan will be assessed** to ensure you have the core areas of research completed. Occasionally students do not give sufficient details in their plan, or do not cover the right areas. In these circumstances another updated plan would be requested. Once the plan has been agreed by your assessor you can write your first draft of the full report.

A full report should be submitted within a month of feedback from the plan. AAT set a deadline that the first full draft must be submitted within four months of receiving this pack (AAT requirement). This will be your **First Assessment**. Many students will not be competent at the first assessment so feedback will be given on the required amendments. (If you fail to submit within 4 months you will have failed this attempt and be reported as Not Competent to AAT. You will have to restart the unit using a case study for which there will be a charge.)

You must follow the guidance given and resubmit your report for a **Second assessment**. If it is still not competent further feedback will be given for a final submission.

If at the **Third assessment** it is still not competent we report you as Not Yet Competent to AAT and you must re-start the unit on a new topic through the case study route.
Distance Learning students will have a final interview to verify the reports authenticity. Classroom students may also have a final interview if additional verbal questioning is required.

In addition to the formal assessments noted above, assessors can offer additional support as “Formative guidance” – this is not a full assessment of the report so will not be detailed feedback on the full report but general guidance e.g. on writing in the third person, mapping to standards.
2 Outcomes and Criteria

There are two areas covered by this unit Principles of Control (PIC is a knowledge unit) and Evaluating Accounting Systems (EAS is a skills unit). The learning outcomes and assessment criteria are detailed below.

<table>
<thead>
<tr>
<th>Title</th>
<th>Principles of Internal Control (knowledge) PIC</th>
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<tbody>
<tr>
<td>Level</td>
<td>4</td>
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</table>

<table>
<thead>
<tr>
<th>Learning Outcomes</th>
<th>Assessment Criteria</th>
<th>Paragraph number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Demonstrate an understanding of the role of accounting within the organisation</td>
<td>1.1 Describe the purpose, structure and organisation of the accounting function and its relationships with other functions within the organisation.</td>
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<tr>
<td></td>
<td>1.2 Explain the various business purposes for which the following financial information is required</td>
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</tr>
<tr>
<td></td>
<td>• Income statement (profit and loss account)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Forecast of cash flow (cashflow statement)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Statement of financial position (balance sheet)</td>
<td></td>
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<td></td>
<td>(NB explain the statements relevant to your organisation)</td>
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<td></td>
<td>1.3 Give an overview of the organisation’s business and its critical external relationships with stakeholders</td>
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<td></td>
<td>1.4 Explain how the accounting systems are affected by the organisational structure, systems, procedures, and business transactions.</td>
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<td>1.5 Explain the effect on users of changes to accounting systems caused by</td>
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<td></td>
<td>• External regulations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Organisational policies and procedures</td>
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<tr>
<td>2 Understand the importance and use of internal control systems</td>
<td>2.1</td>
<td>Identify the external regulations that affect accounting practice.</td>
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<td></td>
<td>2.2</td>
<td>Describe the causes of, and common types of, fraud and the impact of this on the organisation.</td>
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<td></td>
<td>2.3</td>
<td>Explain methods that can be used to detect fraud within an accounting system.</td>
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<td></td>
<td>2.4</td>
<td>Explain the types of controls that can be put in place to ensure compliance with statutory or organisational requirements.</td>
</tr>
<tr>
<td>3 Be able to identify and use appropriate accounting system to meet specific organisational requirements.</td>
<td>3.1</td>
<td>Identify weaknesses in accounting systems</td>
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<tr>
<td></td>
<td></td>
<td>• Potential for errors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Exposure to possible fraud</td>
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<tr>
<td></td>
<td>3.2</td>
<td>Explain how an accounting system can support internal control.</td>
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<td>3.3</td>
<td>Identify ways of supporting individuals who operate accounting systems using</td>
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<td></td>
<td>• Training</td>
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<td>• Manuals</td>
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<td>• Written information</td>
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<td></td>
<td></td>
<td>• Help menus</td>
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<td>3.4</td>
<td>Explain the value and benefit to a specific organisation of different types of accounting systems and software packages.</td>
</tr>
<tr>
<td>Title</td>
<td>Evaluating Accounting Systems (skills) EAS</td>
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</tr>
<tr>
<td>Level</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Learning Outcomes</td>
<td>Assessment Criteria</td>
<td>Paragraph number</td>
</tr>
<tr>
<td>1 Evaluate the accounting system and identify areas for improvement.</td>
<td>1.1 Identify an organisation’s accounting system requirements.</td>
<td></td>
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<td></td>
<td>1.2 Review record keeping systems to confirm whether they meet the organisation’s requirements for financial information.</td>
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<td></td>
<td>1.3 Identify weaknesses in and the potential for improvements to, the accounting system and consider their impact on the operation of the organisation.</td>
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<tr>
<td></td>
<td>1.4 Identify potential areas of fraud arising from lack of control within the accounting system and grade the risk.</td>
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<td></td>
<td>1.5 Review methods of operating for cost effectiveness, reliability and speed.</td>
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</tr>
<tr>
<td>2 Make recommendations to improve the accounting system.</td>
<td>2.1 Make recommendations for changes to the accounting system in an easily understood format, with a clear rationale and an explanation of any assumptions made.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.2 Identify the effects that any recommended changes would have on the users of the system.</td>
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</tr>
<tr>
<td></td>
<td>2.3 Enable individuals who operate accounting systems to understand how to use the system to fulfil their responsibilities.</td>
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</tr>
<tr>
<td></td>
<td>2.4 Identify the implications of recommended changes in terms of time, financial costs, benefits and operating procedures.</td>
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</tbody>
</table>
3 Internal Controls and Fraud

Definition of Internal Controls

An internal control system comprises the control procedures and the control environment (the general attitude to controls taken by the organisation).

It includes all the policies and procedures (internal controls) adopted by the directors and management of an organisation to enable them to protect the assets, prevent and detect fraud and error and to prepare accurate and complete financial statements.

Types of internal controls

Specific control procedures include the following:

Supervision – There should be adequate supervision of work to ensure controls are being complied with. Otherwise, staff could commit fraud, errors could go undetected, time would then be wasted and queries could go unresolved.

Examples:

Organisation – Businesses should have a formal, documented organisation structure with clear lines of responsibility. Otherwise, there may be a misunderstanding of who does what, work may not be completed as people may think that someone else is completing it. Also queries may be unresolved and staff will not know who to report to.

Examples:

Arithmetic – The business should ensure that there are adequate controls to ensure the completeness and accuracy of its financial records, such as reconciliations. Otherwise there could be errors in the double entry (Dr/Cr errors), these may go undetected and time will be wasted trying to find and correct these at the year end.

Examples:

Physical – There should be adequate physical controls to ensure the security and safe keeping of the businesses assets so that they do not go missing or are stolen.

Examples:

Authorisation – Transactions should be authorised by management so that they are all necessary and business related.

Examples:
**Personnel** – Employees should be appropriately qualified to be able to perform the required tasks. If staff are not properly trained the risk of error is higher.

Examples:

**Segregation of duties** – There should be an appropriate division of responsibility to reduce the opportunity for fraud and manipulation.

Examples:

**Definition of Fraud**

Fraud is when trickery is used to gain a dishonest advantage, which is often financial, over another person or business.

e.g. theft of assets or cash, deliberate misstatement of accounts.

There are many words used to describe fraud. Scam, con, swindle, extortion, sham, double-cross, hoax, cheat, ploy, ruse, hoodwink, confidence trick. These are just a few words you might hear in relation to fraud.

**Fraud Act 2006**

The Fraud Act creates three new offences of “fraud”

- Fraud by False representation
- Fraud by failure to disclose information
- Fraud by Abuse of power

**Examples of fraud**

Sales
Purchases

Payroll
4 Finding weaknesses and making recommendations

Read the following scenarios and identify:

- The weaknesses in the system
- The implications of these weaknesses
- A recommendation to fix the weaknesses
- The costs and benefits associated with the recommendations
- How you would support the staff through the change

Scenario 1

INFORMATION TECHNOLOGY SYSTEMS

There are three computers in the office, one for each member of the accounts team. These are all run on a stand-alone basis and are password protected by the individual users. Because the director had some knowledge of Microsoft Office Excel spreadsheets he has based the sales and stock system for the company on this method; and because of this the wider accounting system is also run using Excel.

What are the weaknesses in the above scenario?

What are the implications of the above?
Recommendations

Costs and benefits
How would you support the staff through the change?
Scenario 2

The director has taken the last five days of the month off to attend a golfing tournament he has been invited to by a supplier. However, this was a last minute invitation – and he only informed the accounts staff by telephone as he was on his way to the airport. He knew that he would need to pay suppliers during this time, and also staff wages – so he went to the office at 6am and signed a cheque book full of blank cheques to cover this. He has taken his spare keys with him so was surprised when he discovered the part time accounts clerk’s desk drawers unlocked.

On the last Friday of the month, the accounts clerk called into the office to pick up her salary cheque. As no one was about, and she knew that the wages clerk had prepared these earlier in the week, she helped herself to this from the wages clerk’s desk drawer.

What are the weaknesses in the above scenario?

What are the implications of the above?
Recommendations

Costs and Benefits
How would you support the staff through the change?
5 Business English

What is Business English?

As the report must be typed up you are expected to run spell check and grammar check before submitting your work for assessment. If you know you are weak in this area it may help to ask a friend or mentor to proof read your report for you prior to running the checks.

Business English is writing in simple complete sentences. The report must be written in the third person without using staff names. You cannot use I, we, our, etc.

You are writing as if you are an external business analyst, or consultant. You must write professionally without venting any personal frustrations or making accusations of staff.

Extract from a case study

ACCOUNTS RECEIVABLE of XYZ (SALES LEDGER)
Gary is responsible for the running of this function. Whilst many customers do pay cash for their goods, over fifty per cent take extended credit terms. When Gary first started at Bayou Stores, anyone who applied for a credit account was accepted. However, he realised that this was not good practice and he now uses a credit reference agency to ensure that potential new credit customers have no history of poor payments. Other than this check any new customer who applied is automatically granted an unlimited line of credit.

<table>
<thead>
<tr>
<th>Report sentence with errors</th>
<th>Suggested alternative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gary gives customers no credit limits.</td>
<td></td>
</tr>
<tr>
<td>Staffs perform no checks except a credit rating.</td>
<td></td>
</tr>
<tr>
<td>I recommend they ask for 2 trade references.</td>
<td></td>
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<tr>
<td>Manager should review the limits set.</td>
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</table>
6 ICAS Report Plan

Name...................................................................................................................................................

Email address........................................................................................................................................

Phone number....................................................................................................................................... 

Description of organisation

Briefly describe what the organisation does and what department you will be reviewing.

What financial statements does your organisation produce and why?

What software do they use. Are there better alternatives?
**Weaknesses**

- Comment on the weaknesses of the current system and the implications of those weaknesses – you can include problems from above
- Ensure that you clearly demonstrate the impact on the accounting system, (Profit & Loss or Balance Sheet)
- Are the systems and processes you are looking at:
  - Cost-effective.
  - How do the stack up for speed
  - Are they reliable

<table>
<thead>
<tr>
<th>Weakness (describe the fact)</th>
<th>Implication (Dr Cr errors – £x?, potential fraud, waste of time (hrs?) etc)</th>
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<tbody>
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<tr>
<td>Area of risk</td>
<td>Likelihood</td>
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<td>--------------------------------------------------</td>
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<tr>
<td>e.g. claim personal items on expenses</td>
<td>high</td>
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<tr>
<td>Recommendation</td>
<td>Costs</td>
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<td>----------------</td>
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<tr>
<td>Describe a recommendation for each weakness – who should do what, how often, etc.</td>
<td>Note what costs are involved in the implementation and continued running of your recommendations e.g. training £x, recruiting £x, designing new forms, communicating new procedures, time x wage rate £x</td>
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</tbody>
</table>
Note testimony provider.

If you are basing your report on your workplace you will have to supply a letter on headed paper with the finalised report to authenticate your work. At this planning stage please ask your line manager to review your plan to ensure they are happy for you to submit this.

Witness comments

Please ask them to sign below so we have a sample signature for our records.

Witness sample signature........................................................................................................
### 7 ICAS Planned Deadlines

<table>
<thead>
<tr>
<th>Activity</th>
<th>Planned Date for Submission/Action</th>
<th>Actual Date of Receipt/Activity</th>
<th>Assessor Initials &amp; Date of Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of 1(^{st}) Workshop</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Submit project plan</td>
<td></td>
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<tr>
<td><strong>KEY DATE 1</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Date of 2(^{nd}) Workshop</td>
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<tr>
<td>First Assessment</td>
<td></td>
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<tr>
<td><strong>KEY DATE 2</strong></td>
<td></td>
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<tr>
<td>If over 4 months from first class then have to start again using case study</td>
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<td>Second Assessment</td>
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<tr>
<td>Final Assessment</td>
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<td><strong>KEY DATE 3</strong></td>
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<tr>
<td>Top up questioning if required</td>
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</table>

### Declaration

I confirm that I have been made aware by the class tutor of the KEY DATES for this project and am aware of the consequences of missing them. I have agreed the proposed dates as listed and I will endeavour to meet these targets.

<table>
<thead>
<tr>
<th>Learner Name</th>
<th>Centre</th>
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</thead>
<tbody>
<tr>
<td>Learner Signature</td>
<td>Date</td>
</tr>
<tr>
<td>Assessor Signature</td>
<td>Date</td>
</tr>
<tr>
<td>Internal Verifier Signature</td>
<td>Date</td>
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</tbody>
</table>
Explanation of ICAS assessment plan

It is vital that you plan and schedule your work to ensure you complete your project within the allotted timescale.

- **Key Date 1** - You must submit a project plan in the prescribed format within the timescale indicated on your assessment plan. If you do not adhere to this you will not be able to attend the 2nd Workshop, and will have to apply to join the next available course.

- **Key Date 2** - You must submit your 1st Draft **within 4 months** of the date of your 1st Workshop. If you miss this deadline you will be asked to **re-sit the classes at your own cost** to ensure that your knowledge is current. You will also have to pay AAT for access to a case study to complete the report on.

- **Key Date 3** - You have **12 months** from the date of your 1st Workshop to complete this unit and have it reported to the AAT. If you do not complete within this timescale you will have to enrol and pay to go on the course again.

- You must consider carefully the deadline for your final draft. Your final draft will be requested by your assessor when they feel that your project is competent and ready to be signed off. If you are intending to go on to do another accounting qualification after you have completed your AAT studies, you should be aware that the AAT set very strict deadlines for the receipt of completed projects in order that exemptions can be given. Kaplan must receive your requested final draft by; either the 12th of June or 12th December dependent upon where you are in your studies to guarantee inclusion on the next Statement of Achievement and thus gain your exemptions.

- Once your assessor has requested, received and assessed your Final Draft they may contact you and arrange a date and time for your Final Interview.
8 Report Guide

This report guide outlines the sections your report must include and details what should go into each section. It also suggests which learning outcomes and assessment criteria will be covered in which section.

The report must comprise:-

Title page
Content page
1 Terms of reference
2 Methodology
3 Executive Summary
4 Introduction
5 Review of XX System
6 Recommendations
7 Appendices

Each section must be numbered and start on a new page. Each paragraph will also be numbered.

Any appendices should appear in the order they are referred to in the report.
Title page

Please create your own title – this will specify the area you are reviewing e.g.

A review of the sales ledger processes of ABC Limited.
An investigation into the purchase ledger system of XYZ and partners.
Recommendations to improve the payroll system of QC Charity.

You also need to note the word count (excluding appendices) your name, AAT number, and centre

e.g.

3520 words
Mohammed Sooq
Kaplan Financial London
325986

For the final submission you need to sign and date the front cover.
Contents page

Here insert a table and hide the gridlines

1 Terms of reference 3
2 Methodology 4
Etc
1 Terms of reference

Here you need two paragraphs

1.1 explain the report covers AAT ICAS unit
1.2 explain the report reviews xx area and makes recommendations.

You can use word to number the paragraphs for you.
2 Methodology

This is the only section of the report where you can write in the first person to describe what YOU did to research and write the report.

Number the paragraphs 2.1, 2.2 etc. You will probably only write about half a page here.

e.g. worked there for x months / years observing practices, interviewed colleagues (attach copy of interview as appendix 1).
3 Executive Summary

Detail here one paragraph for each weakness:

- One sentence for the weakness
- One sentence for the recommendation
- One sentence for the costs and benefits.
4 Introduction

This section covers 4 areas and should be written about the organisation as a whole not just the key area you will focus on later:-

Overview of Business

(cover PIC 1.1, 1.3, 1.4)

What do they do?
How big are they?
What external relationships do they have?
Who are the key stakeholders? (key customers/ suppliers, staff, shareholders etc)
Describe the accounts department structure (include a chart as appendix)
How do they link with other departments?

Financial Statements

(cover PIC 1.2)

What Financial Statements do they produce?
Why? – What is the purpose of each?
What regulations are followed when preparing them? (internal policy, Co Act, UK GAAP, IFS, FRSSE)

Regulations

(cover PIC 2.1, 1.5)

What other regulations do they comply with? ( tax, data protection, industry specific legislation?
What happens when regulations change?
Software

(cover PIC 3.3, 3.4)

Describe the accounting packages used, include details of what training is given to staff, do they have operational manuals or other written info, do they have help menus.

Why do they use these systems? What are the alternatives, are they better or worse?
5 **Review of XX system**

This section reviews one area of the accounting system. (Pick one where there are weaknesses with potential for errors in the accounts).

This section has three areas to be covered:-

**System requirements**

(Cover EAS 1.1)

Describe the system requirements. E.g if you are reviewing a sales system you would explain that the organisation wants a system that will record all sales, at the correct date, quantity, price, etc...

Describe the reports that will be useful e.g. aged debt reports, sales by product, branch, manager etc.

**Potential fraud**

(Cover EAS 1.2, 1.4, PIC 2.1, 2.2, 3.1)

Describe what fraud is and what regulations there are over fraud.

Describe what potential there is for fraud and what controls there are in place at the moment to mitigate this. Is the resulting fraud risk high or low?

You can include the fraud grid from your plan as an appendix. In the report you should write explaining each area in full paragraphs.

**Other weaknesses**

(Cover PIC 3.1, 3.3, EAS 1.2, 1.3, 1.5) Describe weaknesses where errors are made in the accounts (£x). This could be due to poor training, jobs being rushed, work not adequately supervised or checked, lack of motivation for staff, or poor process and lack of controls. Describe the impact to the business - £x error, time wasted etc.
6 Recommendations

(cover PIC 1.5, 2.4, 3.3, EAS 2.1, 2.2, 2.3, 2.4)

You should have one recommendation for each weakness (high fraud risk or other weakness).

For each one describe who will do what, how often, how long will it take. What training will be required, will a manual be written, how will the new policy / procedure be communicated to staff so they know what to do? What are the cost £x and time taken to set up the new procedure.

What are the benefits – save time, reduce risk of errors / fraud, quicker info, better info?

Provide a cost benefit analysis with detailed workings in an appendix (you can use the table from your plan for this).
7 Appendices

The appendices should be appropriate to your report and should appear in the order to which you refer to them in the report. Suggested appendices include:-

- Organisation chart
- Account department chart
- Details of interviews with colleagues/line managers
- Bibliography – noting any material referred to – Kaplan notes, books, websites visited.
- Fraud matrix (see plan)
- Cost benefit analysis (see plan)
8 Other Requirements

Mapping document

Section 2 of this pack lists the Outcomes and Criteria against which the assessor will judge your report.

AAT require you to map your report to this document using the paragraph numbers.

In the report guide Kaplan have suggested what areas of the Outcomes and Criteria may be covered by the different sections. You must use your own paragraph numbers to complete the mapping document.

Example

<table>
<thead>
<tr>
<th>Title</th>
<th>Principles of Internal Control (knowledge) PIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level</td>
<td>4</td>
</tr>
<tr>
<td>Learning Outcomes</td>
<td>Assessment Criteria</td>
</tr>
<tr>
<td>1 Demonstrate an understanding of the role of accounting within the organisation</td>
<td>1.1 Describe the purpose, structure and organisation of the accounting function and its relationships with other functions within the organisation.</td>
</tr>
<tr>
<td>1.2 Explain the various business purposes for which the following financial information is required</td>
<td>1.2 Explain the various business purposes for which the following financial information is required</td>
</tr>
<tr>
<td>• Income statement (profit and loss account)</td>
<td></td>
</tr>
<tr>
<td>• Forecast of cash flow (cashflow statement)</td>
<td></td>
</tr>
<tr>
<td>• Statement of financial position (balance sheet)</td>
<td></td>
</tr>
<tr>
<td>(NB explain the statements relevant to your organisation)</td>
<td></td>
</tr>
<tr>
<td>1.3 Give an overview of the organisation’s business and its critical external relationships with stakeholders</td>
<td>1.3 Give an overview of the organisation’s business and its critical external relationships with stakeholders</td>
</tr>
<tr>
<td>1.4 Explain how the accounting systems are affected by the organisational structure, systems, procedures, and business transactions.</td>
<td>1.4 Explain how the accounting systems are affected by the organisational structure, systems, procedures, and business transactions.</td>
</tr>
<tr>
<td>1.5 Explain the effect on users of changes to accounting systems caused by</td>
<td>1.5 Explain the effect on users of changes to accounting systems caused by</td>
</tr>
<tr>
<td>• External regulations</td>
<td></td>
</tr>
<tr>
<td>• Organisational policies and procedures</td>
<td></td>
</tr>
</tbody>
</table>
Witness Statement

If you are basing your report on your workplace AAT require you to submit a letter on headed paper from your manager to authenticate the report.

Example

*Web Professionals Limited*

*101 Mary Street*

*Blahsville BH7 2QW*

29th September 20xx

To Whom It May Concern:

I have acted in the role of Mentor to Anatoly Blink during the time that he has taken to complete his ICAS report. I have offered support and guidance to him throughout the duration of the project and can confirm that the report is all his own work and reflects the Purchase Ledger Department of this company.

I have read the Final Draft of his report and have discussed with him the recommendations that he has made. During the course of the discussion we reviewed the costs and benefits of the recommendations that he has made and the practicalities of implementing them.

His recommendation to adopt a new procedure to ensure GRNs are supplied to the department has already been acted upon and the majority of his other recommendations will be implemented in due course.

I have been very impressed by the application Anatoly has shown during the course of his project.

Yours faithfully

Roger Gorman

Roger Gorman ACMA, MAAT
Director – Purchase Ledger
Final Interview

Where assessors are not in regular contact with students e.g. Distance Learning students, a final interview will take place to confirm the authenticity of the report. This will be a short conversation, usually on phone, and documented by the assessor.

This may also be used where the report is essentially competent but small areas require further assessment. E.g. knowledge of regulation, fraud risks etc.

Most classroom learners will not be required to complete this.