



ACCOUNTING FINANCE MANAGER

Key information

Reference: ST1303

Version: 1.0

Level: 6

Degree: integrated degree

Typical duration to gateway: 36 months

Typical EPA period: 4 months

Maximum funding: £27000

Route: Legal, finance and accounting

Date updated: 23/02/2023

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Lars code: 698

EQA provider: Office for Students

Example progression routes:

Accountancy or taxation professional

Review: This apprenticeship standard will be reviewed after three years

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End-point assessment plan

V1.0

Introduction and overview

This document explains the requirements for end-point assessment (EPA) for the accounting finance manager degree-apprenticeship. End-point assessment organisations (EPAOs) must follow this when designing and delivering the EPA.

Accounting finance manager apprentices, their employers and training providers should read this document.

A degree-apprenticeship enables the awarding of a degree within the achievement of an apprenticeship. This means the degree learning outcomes must be aligned with the knowledge, skills and behaviours (KSBs) in the apprenticeship. Therefore, the apprenticeship and the degree must be completed, passed and awarded together to achieve the accounting finance manager degree-apprenticeship.

The apprentice must complete their training and meet the gateway requirements before starting their EPA. The EPA will assess occupational competence.

A degree-apprenticeship must be delivered by a Higher Education Provider (HEP) that is on both the register of apprenticeship training providers (RoATP) and the register of end-point assessment organisations (RoEPAO). The apprentice's employer must select an HEP who is on both registers.

If the HEP is using a credit framework, the EPA must contribute to the total credit value, and must be delivered in accordance with this assessment plan. However, the number of credits devoted to EPA may vary across HEP's. The recommended EPA contribution is one twelfth of the total credit value.

A full-time accounting finance manager apprentice typically spends 36 months on-programme (this means in training before the gateway). The apprentice must spend at least 12 months on-programme and complete the required amount of off-the-job training in line with the apprenticeship funding rules.

This EPA should then be completed within an EPA period lasting typically 36 months.

Occupational competence is outlined by the EPA grade descriptors and determined, when assessed in accordance with this EPA plan, by an independent assessor who is an occupational expert and confirms the overall EPA grade.

Assessment method 1 - project report with presentation, questions and answers:

- fail
- pass

- distinction

Assessment method 2 - professional discussion underpinned by a portfolio:

- fail
- pass
- distinction

The result from each assessment method is combined to decide the overall apprenticeship grade. The following grades are available for the apprenticeship:

- fail
- pass
- merit
- distinction

EPA summary table

<p>On-programme (typically 36 months)</p>	<p>The apprentice must:</p> <ul style="list-style-type: none"> • complete training to develop the knowledge, skills and behaviours (KSBs) outlined in this apprenticeship’s occupational standard • complete training towards English and mathematics qualifications in line with the apprenticeship funding rules • complete training towards the qualification listed in the accounting finance manager degree-apprenticeship except undertaking the EPA. <p>The qualification required is:</p> <p>Accounting Finance Manager Degree</p> <ul style="list-style-type: none"> • compile a portfolio of evidence
<p>End-point assessment gateway</p>	<p>The apprentice’s employer must be content that the apprentice has attained sufficient KSBs to complete the apprenticeship.</p> <p>The apprentice must:</p> <ul style="list-style-type: none"> • confirm they are ready to take the EPA • have achieved English and mathematics qualifications in line with the apprenticeship funding rules • have completed and passed all required elements of the accounting finance manager degree-apprenticeship except the EPA <p>For the professional discussion underpinned by a portfolio, the apprentice must submit a portfolio of evidence.</p> <p>The apprentice must submit the gateway evidence to their EPAO, including any organisation specific policies and procedures requested by the EPAO.</p>
<p>End-point assessment (typically 4 months)</p>	<p>The grades available for each assessment method are below</p> <p>Project report with presentation, questions and answers:</p>

	<ul style="list-style-type: none"> • fail • pass • distinction <p>Professional discussion underpinned by a portfolio:</p> <ul style="list-style-type: none"> • fail • pass • distinction <p>Overall EPA and apprenticeship can be graded:</p> <ul style="list-style-type: none"> • fail • pass • merit • distinction
<p>Professional recognition</p>	<p>This degree-apprenticeship aligns with: Institute of Financial Accountants for Intermediate Level.</p> <p>The apprentice, on completion of this degree-apprenticeship, will fully or partially satisfy the requirements for registration at this level.</p>
<p>Re-sits and re-takes</p>	<ul style="list-style-type: none"> • Re-take and re-sit grade cap: distinction • Re-sit timeframe: typically 2 months • Re-take timeframe: typically 4 months

Duration of end-point assessment period

The EPA is taken in the EPA period. The EPA period starts when the EPAO confirms the gateway requirements have been met and is typically 4 months.

The EPAO should confirm the gateway requirements have been met and the EPA should start as quickly as possible.

EPA gateway

The apprentice's employer must be content that the apprentice has attained sufficient KSBs to complete the apprenticeship. The employer may take advice from the apprentice's training provider, but the employer must make the decision. The apprentice will then enter the gateway.

The apprentice must meet the gateway requirements before starting their EPA.

They must:

- confirm they are ready to take the EPA
- have achieved English and maths qualifications in line with the apprenticeship funding rules
- have passed Accounting Finance Manager Degree
- submit a portfolio of evidence for the professional discussion underpinned by a portfolio

Portfolio of evidence requirements:

The apprentice must compile a portfolio of evidence during the on-programme period of the apprenticeship. It should only contain evidence related to the KSBs that will be assessed by this assessment method. It will typically contain 18 discrete pieces of evidence. Evidence must be mapped against the KSBs. Evidence may be used to demonstrate more than one KSB; a qualitative as opposed to quantitative approach is suggested.

Evidence sources may include:

- workplace documentation and records, for example:
- workplace policies and procedures
- witness statements
- annotated photographs
- video clips (maximum total duration 15 minutes); the apprentice must be in view and identifiable

This is not a definitive list; other evidence sources can be included.

The portfolio of evidence should not include reflective accounts or any methods of self-assessment. Any employer contributions should focus on direct observation of performance (for example, witness statements) rather than opinions. The evidence provided should be valid and attributable to the apprentice; the portfolio of evidence should contain a statement from the employer and apprentice confirming this.

The EPAO should not assess the portfolio of evidence directly as it underpins the professional discussion. The independent assessor should review the portfolio of evidence to prepare questions for the professional discussion. They are not required to provide feedback after this review.

The apprentice must submit the gateway evidence to their EPAO, including any organisation specific policies and procedures requested by the EPAO.

Order of assessment methods

The assessment methods can be delivered in any order.

The result of one assessment method does not need to be known before starting the next.

Project report with presentation, questions and answers

Overview

A project involves the apprentice completing a significant and defined piece of work that has a real business application and benefit. The project must meet the needs of the employer's business and be relevant to the apprentice's occupation and apprenticeship.

This assessment method has 2 components:

- project with a project output
- presentation with questions and answers

Together, these components give the apprentice the opportunity to demonstrate the KSBs mapped to this assessment method. They are assessed by an independent assessor.

Rationale

Accounts and finance managers need to present accounts and financial data and recommendations communicating clearly in writing, and to plan, deliver and evaluate discrete projects putting organisational requirements into practice. They must be able to devise, apply and explain the rationale behind methods for solving problems, testing ideas and setting out options for stakeholders. They need to demonstrate a practical understanding of the impacts of digital technologies in their organisation.

- they are required to be concise and precise in their use of language in written and verbal communication and demonstrate clarity of thought to engage others
- the work-based written project report offers a realistic opportunity to combine project management, data visualisation, formal writing and reflection on approaches taken and attendant risks and mitigations.

As such, this assessment method allows apprentices to demonstrate mastery of KSBs that arise naturally in professional roles within organisations of any size or scope.

- it is a holistic assessment method, allowing the apprentice to demonstrate KSBs in an integrated way by writing the report on the project and being questioned to understand rationale for choices made, risks and problems identified and resolved and areas where further action could be required
- it provides a cost-effective assessment, as it minimises independent assessor time and makes use of the apprentice's employer's workplace, equipment and resources, and should contribute to workplace productivity.

Delivery

The apprentice must complete a project based on any of the following:

- Using technology to improve profitability, driving out inefficiencies such as duplication of effort or inefficient use of systems in accounting and finance services
- Problems within the organisation caused by systems leading to friction between teams or departments and design a solution to help stakeholders needs be met such as inaccuracies within payroll, stock control, customer data or purchasing data
- Implementing new technologies and leveraging automation, machine learning and AI etc to deliver greater efficiency in accounting and finance services
- Communication of financial data moving to cloud based technologies.
- Workflow management using digital systems effectively and delivering efficient accounting and finance services

To ensure the project allows the apprentice to meet the KSBs mapped to this assessment method to the highest available grade, the EPAO should sign-off the project's title and scope at the gateway to confirm it is suitable. The EPAO must refer to the grading descriptors to ensure that projects are pitched appropriately.

The project output must be in the form of a report and presentation.

The apprentice must start the project after the gateway. The employer should ensure the apprentice has the time and resources, within the project period, to plan and complete their project.

The apprentice may work as part of a team to complete the project, which could include internal colleagues or technical experts. The apprentice must however, complete their project report and presentation unaided and they must be reflective of their own role and contribution. The apprentice and their employer must confirm this when the report and any presentation materials are submitted.

Component 1: Project report

The report must include at least:

1. Introduction – including background, value proposition and objectives including KPIs. (250 words)
2. Background Research (Literature Review) – credible sources underpinning the project (1000 words)
3. Analysis and findings – visualise data, identify the key issues in line with project objectives. Undertake a balanced review recognising the limitations and opportunities for expanding the study (2000 words)
4. Conclusions, outcomes and recommendations (750 words)
5. Reference list and bibliography.

The project report must have a word count of 4000 words. A tolerance of 10% above or below is allowed at the apprentice's discretion. Appendices, references and diagrams are not included in this total. The apprentice must produce and include a mapping in an appendix, showing how the report evidences the KSBs mapped to this assessment method.

The apprentice must complete and submit the report and any presentation materials to the EPAO by the end of week 6 of the EPA period.

Component 2: Presentation with questions

The presentation with questions must be structured to give the apprentice the opportunity to demonstrate the KSBs mapped to this assessment method to the highest available grade.

The apprentice must prepare and deliver a presentation to an independent assessor. After the presentation, the independent assessor must ask the apprentice questions about their project, report and presentation.

The presentation should cover:

- an overview of the project
- the project scope (including key performance indicators)
- summary of actions undertaken by the apprentice
- project outcomes and how these were achieved

The presentation with questions must last 30 minutes. This will typically include a presentation of 20 minutes and questioning lasting 10 minutes. The independent assessor must use the full time available for questioning. The independent assessor can increase the time of the presentation and questioning by up to 10%. This time is to allow the apprentice to complete their last point or respond to a question if necessary.

The independent assessor must ask at least 5 questions. They must use the questions from the EPAO's question bank or create their own questions in line with the EPAO's training. Follow up questions are allowed where clarification is required.

The purpose of the independent assessor's questions is:

- to verify that the activity was completed by the apprentice
- to seek clarification where required
- to assess those KSBs that the apprentice did not have the opportunity to demonstrate with the report, although these should be kept to a minimum
- to assess level of competence against the grading descriptors

The apprentice must submit any presentation materials to the EPAO at the same time as the report - by the end of week 6 of the EPA period. The apprentice must notify the EPAO, at that point, of any technical requirements for the presentation.

During the presentation, the apprentice must have access to:

- Audio-visual presentation equipment
- Flip chart and writing and drawing materials
- Computer

- any other requirements as previously notified to the EPAO

The independent assessor must have at least 2 weeks to review the project report and any presentation materials, to allow them to prepare questions.

The apprentice must be given at least 7 days' notice of the presentation with questions.

Assessment decision

The independent assessor must make the grading decision. They must assess the project components holistically when deciding the grade.

The independent assessor must keep accurate records of the assessment. They must record:

- the KSBs demonstrated in the report and presentation with questions
- the apprentice's answers to questions
- the grade achieved

Assessment location

The presentation with questions must take place in a suitable venue selected by the EPAO for example, the EPAO's or employer's premises. It should take place in a quiet room, free from distractions and influence.

The presentation with questions can be conducted by video conferencing. The EPAO must have processes in place to verify the identity of the apprentice and ensure the apprentice is not being aided.

Question and resource development

The EPAO must develop a purpose-built assessment specification and question bank. It is recommended this is done in consultation with employers of this occupation. The EPAO should maintain the security and confidentiality of EPA materials when consulting with employers. The assessment specification and question bank must be reviewed at least once a year to ensure they remain fit-for-purpose.

The assessment specification must be relevant to the occupation and demonstrate how to assess the KSBs mapped to this assessment method. The EPAO must ensure that questions are refined and developed to a high standard. The questions must be unpredictable. A question bank of sufficient size will support this.

The EPAO must ensure that the apprentice has a different set of questions in the case of re-sits or re-takes.

EPAO must produce the following materials to support the project:

- independent assessor EPA materials which include:
 - training materials
 - administration materials

- moderation and standardisation materials
- guidance materials
- grading guidance
- question bank
- EPA guidance for the apprentice and the employer

The EPAO must ensure that the EPA materials are subject to quality assurance procedures including standardisation and moderation.

Professional discussion underpinned by a portfolio

Overview

In the professional discussion, an independent assessor and apprentice have a formal two-way conversation. It gives the apprentice the opportunity to demonstrate the KSBs mapped to this assessment method.

The apprentice can refer to and illustrate their answers with evidence from their portfolio of evidence.

Rationale

This assessment method is being used because: This assessment method is being used because it is a holistic assessment method, allowing the apprentice to demonstrate KSBs in an integrated way.

Accounts and Finance Managers work with a wide range of stakeholders delivering outcomes that vary widely in theme depending on the size and sector of the employer.

Accounts and Finance Managers are required to be comfortable in face-to-face discussions about their role and the objectives of it in relation to their organisation and the wider sector. They are required to present, explain and justify their rationale in relation to complex data and financial analysis using visualisation techniques to explain complex ideas.

This method allows the demonstration of the ability to perform the role in a different context or large/small organisations to demonstrate transferable skills.

Delivery

The professional discussion must be structured to give the apprentice the opportunity to demonstrate the KSBs mapped to this assessment method to the highest available grade.

An independent assessor must conduct and assess the professional discussion.

The purpose of the independent assessor's questions will be to explore competence in the KSBs mapped to this assessment method

The EPAO must give an apprentice 7 days' notice of the professional discussion.

The independent assessor must have at least 2 weeks to review the supporting documentation.

The apprentice must have access to their portfolio of evidence during the professional discussion.

The apprentice can refer to and illustrate their answers with evidence from their portfolio of evidence however, the portfolio of evidence is not directly assessed.

The professional discussion must last for 45 minutes. The independent assessor can increase the time of the professional discussion by up to 10%. This time is to allow the apprentice to respond to a question if necessary.

The independent assessor must ask at least 10 questions. The independent assessor must use the questions from the EPAO's question bank or create their own questions in line with the EPAO's training. Follow-up questions are allowed where clarification is required.

The independent assessor must make the grading decision.

The independent assessor must keep accurate records of the assessment. They must record:

- the apprentice's answers to questions
- the KSBs demonstrated in answers to questions
- the grade achieved

Assessment location

The professional discussion must take place in a suitable venue selected by the EPAO for example, the EPAO's or employer's premises.

The professional discussion can be conducted by video conferencing. The EPAO must have processes in place to verify the identity of the apprentice and ensure the apprentice is not being aided.

The professional discussion should take place in a quiet room, free from distractions and influence.

Question and resource development

The EPAO must develop a purpose-built assessment specification and question bank. It is recommended this is done in consultation with employers of this occupation. The EPAO should maintain the security and confidentiality of EPA materials when consulting with employers. The assessment specification and question bank must be reviewed at least once a year to ensure they remain fit-for-purpose.

The assessment specification must be relevant to the occupation and demonstrate how to assess the KSBs mapped to this assessment method. The EPAO must ensure that questions are refined and developed to a high standard. The questions must be unpredictable. A question bank of sufficient size will support this.

The EPAO must ensure that apprentice has a different set of questions in the case of re-sits or re-takes.

The EPAO must produce the following materials to support the professional discussion underpinned by a portfolio:

- independent assessor assessment materials which include:
 - training materials
 - administration materials
 - moderation and standardisation materials
 - guidance materials
 - grading guidance
 - question bank
- EPA guidance for the apprentice and the employer

The EPAO must ensure that the EPA materials are subject to quality assurance procedures including standardisation and moderation.

Grading

Project report with presentation, questions and answers

Fail - does not meet pass criteria

THEME KSBS	PASS APPRENTICES MUST DEMONSTRATE ALL THE PASS DESCRIPTORS	DISTINCTION APPRENTICES MUST DEMONSTRATE ALL THE PASS DESCRIPTORS AND ALL OF THE DISTINCTION DESCRIPTORS
Financial Accounting K3 K4 K5 S3 S4 B1	<p>Evaluates the technology available for financial accounting, reporting, and internal controls. For example iXBRL. K3.</p> <p>Evaluates and uses approaches to analysing issues relating to competitors, stakeholders and market trends. Analyses financial and non-financial internal data and compares with benchmark data such as from competitors, stakeholders, and market trends. K4, S3.</p> <p>Evaluates, uses and communicates approaches to data analytics using technology to visualise findings and make recommendations from the analysis of financial and non-financial data from internal and external sources that strives for completeness and accuracy. K5,S4, B1.</p>	Justifies alternative approaches to data analytics using technology to visualise findings and make recommendations from the analysis of financial and non-financial data from internal and external sources that strives for completeness and accuracy. K5, S4, B1.
Management Accounting K15 K16 K22 K23 K24 K25	Evaluates and applies approaches used to analyse the financial and non-financial impact of management decisions. Interprets management reports and utilises a variety of	Critically evaluates judgements based on interpretation of financial and non-financial management reports. including:

S14 S15 S21
S22 S23 S24

media, including verbal communication to deliver advice that impacts management decisions. K15, S15.

Applies management accounting techniques to assist decision making within the organisation. S14.

Evaluates the use of digital technology to provide management reports to assist decision making. K16.

Compares and contrasts strategic planning techniques that are used by organisations to analyse, develop, and implement strategy and evaluate strategic options, taking into account the impact of internal and external factors. K22, S21.

Demonstrates how they develop, communicate and deliver operational plans that meet strategic objectives; set targets and KPIs, manage resources, and monitor and measure outcomes to establish operations effectively, efficiently and economically. S22.

Evaluates approaches to digital technology used to analyse, communicate, monitor and report on implementing strategy and meeting strategic objectives. K23.

Summarises approaches to identify and evaluate quantitative and qualitative factors that influence business performance. K24.

Evaluates the use of technology to collect, analyse and communicate quantitative and qualitative data. Interprets that data to assess business performance and utilise a variety of media, including verbal

- the development, communication and delivery of operational plans that meet strategic objectives
- setting of targets and KPIs
- management of resources
- monitoring and measurement of outcomes to establish operations effectively, efficiently and economically. K15,S15, S22.

	<p>communication, to make recommendations. K25, S23.</p> <p>Evaluates how they analyse and interpret the process of how data is collected, extracted, analysed and reported. S24.</p>	
<p>Digital Security and Systems K6 K7 K9 S5 S6 S8 B4</p>	<p>Demonstrates how they interpret and implement the latest guidance on secure data management to satisfy the requirements of the Data Commissioner and GDPR. K6,S5.</p> <p>Evaluates digital technology and protocols to protect data from cyber attacks and data corruption how they implement protocols and technology that minimise risks to data integrity and cyber security. K7, S6.</p> <p>Appraises how they apply the principles of digital systems management to ensure continued compliance with all relevant frameworks applicable to the organisation including continuous improvement of internal and external relationships and reviewing their own performance and that of their team. K9, S8, B4.</p>	<p>Critically evaluates how they apply the principles of digital systems management to ensure continued compliance with all relevant frameworks applicable to the organisation including continuous improvement of internal and external relationships and reviewing their own performance and that of their team. S8, B4.</p>
<p>Legal Compliance K8 S7 B6</p>	<p>Demonstrates evaluation of internal and external factors relevant to the operational compliance of the organisation with all necessary legal, professional and ethical frameworks including regulations regarding money laundering, criminal finance, data protection, health and safety, computer misuse and cybercrime and apply ethical standards in making informed decisions about the courses of action that are appropriate to their business or their client including</p>	<p>Critiques their approach to evaluation of internal and external factors relevant to the operational compliance of the organisation with all necessary legal, professional and ethical frameworks. S7.</p>

	acting in the public interest. K8, S7, B6.	
Finance, Credit and Risk K30 K31 S29 S30 B7	<p>Applies the principles and practice of analysing, designing, implementing communicating and maintaining internal controls that mitigate risk and prevent issues, such as with quality, accuracy, fraud, cyber-attacks, or other irregularity with consideration for the control environment. K30, K31, S29.</p> <p>Explains how they document organisational manual and digital internal controls, identify weaknesses, and make practical recommendations for improvement and that are creative, innovative and enterprising when seeking solutions to business needs. S30, B7.</p>	Critically evaluates how they document organisational manual and digital internal controls, identify weaknesses, and make practical recommendations for improvement and that are creative, innovative and enterprising when seeking solutions to business needs. S30, B7.

Professional discussion underpinned by a portfolio

Fail - does not meet pass criteria

THEME KSBS	PASS APPRENTICES MUST DEMONSTRATE ALL THE PASS DESCRIPTORS	DISTINCTION APPRENTICES MUST DEMONSTRATE ALL THE PASS DESCRIPTORS AND ALL OF THE DISTINCTION DESCRIPTORS
Financial Accounting K1 K2 K10 S1 S2 S9 B2	<p>Demonstrates application of accounting concepts and standards in UK GAAP and IFRS as applicable to sole traders, partnerships, companies, charities, and public sector organisations in the preparation of financial statements or extracts thereof. K1, K2, S1.</p> <p>Explains the principles and significance of reconciling internal system records with external information sources such as banks and suppliers. K10.</p> <p>Evaluates how they identify and use appropriate digital technology to achieve desired outputs in the context of producing statutory of financial reports. S2.</p> <p>Defends how they analyse and interpret the reasons for differences between internal and external source documentation and produce reconciliations that clearly identify those differences and required actions taking a rigorous and empirical approach to the analysis of data, researching the facts and gathering expert opinion before recommending action. S9, B2.</p>	<p>Critically evaluates how they analyse and interpret the reasons for differences between internal and external source documentation and produce reconciliations that clearly identify those differences and required actions taking a rigorous and empirical approach to the analysis of data, researching the facts and gathering expert opinion before recommending action. S9, B2.</p>
Management Accounting K11 K12 K13	<p>Explains the purpose and techniques of budgeting and forecasting required to manage revenue, expenditure and cash flow. K11.</p>	<p>Critically evaluate how they calculate and interpret budgets, forecasts and reports. Appraise how they identify action required to manage cash balances being alert to conditions</p>

<p>K14 S10 S11 S12 S13 B5</p>	<p>Defends their application of digital technology to compile, manage and report on budgets. K12, S10.</p> <p>Compares and contrasts approaches to creating cash flow forecasts and the use of digital technology to forecast, monitor and report on movements in an organisation's cashflows. K13, K14.</p> <p>Explains how they interpret budget reports to evaluate the reliability of forecasts and to identify variances which require further action. S11.</p> <p>Explains how they calculate and interpret cash flow forecasts and reports and identify action required to manage cash balances being alert to conditions which may indicate a possible misstatement due to error or fraud and a critical assessment of evidence. S12, S13, B5.</p>	<p>which may indicate a possible misstatement due to error or fraud and a critical assessment of evidence. S11, S12, S13, B5.</p>
<p>Human Resources and Stakeholder Relationship Management K32 K33 K34 K35 S31 S32 S33 S34 B3</p>	<p>Explains their approaches to managing internal and external relationships that affect the organisation. K32, S31.</p> <p>Evaluates approaches to digital technology to produce relevant information for stakeholder reports such as Integrated Reporting or Environmental Social and Governance (ESG) reports and how they identify relevant information to be included in reports used by stakeholders including keeping up to date with latest technologies and requirements. K33, S32, B3.</p> <p>Explains how they apply the principles of effective staff recruitment, training, appraisal, mentoring and</p>	<p>Critically evaluates approaches to the use of digital technologies to appraise, monitor and manage staff and how they evaluate the effectiveness of digital technology used to appraise, monitor and manage staff that lead to recommendations for improvements in the organisation. K35, S34.</p>

	<p>management and how they identify potential improvements. K34, S33.</p> <p>Explains approaches to the use of digital technologies to appraise, monitor and manage staff and how they evaluate the effectiveness of digital technology used to appraise, monitor and manage staff. K35, S34.</p>	
<p>Tax Compliance K17 K18 K19 K20 S16 S17 S18 S19</p>	<p>Explains the importance of taxation in society and its impact on government policy. K17.</p> <p>Analyses the relationship of UK taxation to the accounting and finance function within organisations. K18.</p> <p>Explains the implications for taxation reporting and obligations of organisational or client decision making. K19.</p> <p>Summarises the principles of digital technology used to process data and fulfil organisational and HMRC digital taxation reporting requirements. K20.</p> <p>Explains how they interpret and apply HMRC rules and guidance to produce tax calculations and statutory returns. S16.</p> <p>Explains how they implement and manage systems and processes that gather the information required by HMRC. S17, S19.</p> <p>Explains how they analyse and summarise organisational or client decision making and the impact on</p>	<p>N/A</p>

	taxation reporting and obligations. S18.	
Audit Compliance K21 S20	<p>Evaluates the importance of the internal and external audit function and the significance of providing information requested from the audit teams to fulfil their duties. K21.</p> <p>Explains how they produce the information required by internal and external auditors in a clear format. S20.</p>	N/A
Finance, Credit and Risk K26 K27 K28 K29 S25 S26 S27 S28	<p>Compares and contrasts the sources of finance that are available to organisations. K26.</p> <p>Explains how they evaluate the impact of different sources of finance on an organisation, including risk and recommend appropriate finance options. S25.</p> <p>Evaluates approaches to using technology to identify and apply for finance and maintain credit relationships. K27.</p> <p>Explains how they advise organisations and implement technology to raise finance and maintain credit relationships. S26.</p> <p>Explains the legal and organisational framework for managing receivables, credit control, and internal and external relationships. K28.</p> <p>Evaluates approaches to using technology that manages credit control for internal and external stakeholders. K29.</p> <p>Explains how they design and manage a compliant credit control system that meets strategic objectives regarding</p>	Critically evaluates how they implement technology that enables delivery of a credit control system that meets strategic objectives. S28.

customers, insurers, and cash flow. S27.
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Explains how they implement technology that enables delivery of a credit control system that meets strategic objectives. S28.

Overall EPA grading

Performance in the EPA determines the overall grade of:

- fail
- pass
- merit
- distinction

An independent assessor must individually grade the: project report with presentation, questions and answers and professional discussion underpinned by a portfolio in line with this EPA plan.

The EPAO must combine the individual assessment method grades to determine the overall EPA grade.

If the apprentice fails one assessment method or more, they will be awarded an overall fail.

To achieve an overall pass, the apprentice must achieve at least a pass in all the assessment methods. To achieve an overall EPA merit, the apprentice must achieve a pass in either assessment method and a distinction in the remaining assessment method. To achieve an overall EPA distinction, the apprentice must achieve a distinction in both assessment methods.

Grades from individual assessment methods must be combined in the following way to determine the grade of the EPA overall.

PROJECT REPORT WITH PRESENTATION, QUESTIONS AND ANSWERS	PROFESSIONAL DISCUSSION UNDERPINNED BY A PORTFOLIO	OVERALL GRADING
Fail	Any grade	Fail
Any grade	Fail	Fail
Pass	Pass	Pass
Pass	Distinction	Merit
Distinction	Pass	Merit
Distinction	Distinction	Distinction

Re-sits and re-takes

If the apprentice fails one or more assessment methods they can take a re-sit or a re-take at their employer's discretion. The apprentice's employer needs to agree that a re-sit or re-take is appropriate. A re-sit does not need further learning, whereas a re-take does.

The apprentice should have a supportive action plan to prepare for a re-sit or a re-take.

The employer and EPAO agree the timescale for a re-sit or re-take. A re-sit is typically taken within 2 months of the EPA outcome notification. The timescale for a re-take is dependent on how much re-training is required and is typically taken within 4 months of the EPA outcome notification.

Failed assessment methods must be re-sat or re-taken within a 6-month period from the EPA outcome notification, otherwise the entire EPA will need to be re-sat or re-taken in full.

Re-sits and re-takes are not offered to an apprentice wishing to move from pass to a higher grade.

The apprentice will get a maximum EPA grade of distinction for a re-sit or re-take, unless the EPAO determines there are exceptional circumstances.

Roles and responsibilities

ROLES	RESPONSIBILITIES
Apprentice	<p>As a minimum, the apprentice should:</p> <ul style="list-style-type: none"> • complete on-programme training to meet the KSBs as outlined in the occupational standard for a minimum of 12 months • complete the required amount of off-the-job training specified by the apprenticeship funding rules as arranged by the employer and training provider • understand the purpose and importance of EPA • prepare for and undertake the EPA including meeting all gateway requirements • ensure that all supporting evidence required at the gateway is submitted in accordance with this EPA plan
Employer	<p>As a minimum, the apprentice's employer must:</p> <ul style="list-style-type: none"> • select the EPAO (and therefore training provider) • work with the training provider (where applicable) to support the apprentice in the workplace and to provide the opportunities for the apprentice to develop the KSBs • arrange and support off-the-job training to be undertaken by the apprentice • decide when the apprentice is working at or above the the occupational competence and so is ready for EPA • ensure the apprentice is prepared for the EPA • ensure that all supporting evidence required at the gateway is submitted in accordance with this EPA plan • confirm arrangements with the EPAO for the EPA (who, when, where) in a timely manner • provide access to any employer-specific documentation as required, for example company policies) • ensure that the EPA is scheduled with the EPAO for a date and time which allows appropriate opportunity for the apprentice to meet the KSBs. • ensure the apprentice is given sufficient time away from regular duties to prepare for, and complete the EPA

	<ul style="list-style-type: none"> • ensure that any required supervision during the EPA period, as stated within this EPA plan, is in place • ensure the apprentice has access to the resources used to fulfil their role and carry out the EPA for workplace based assessments • remain independent from the delivery of the EPA • pass the certificate to the apprentice upon receipt from the EPAO
EPAO (HEP)	<p>As a minimum, the EPAO (HEP) must:</p> <ul style="list-style-type: none"> • conform to the requirements of the register of end-point assessment organisations (RoEPAO) • conform to the requirements of this EPA plan and deliver its requirements in a timely manner • conform to the requirements of the external quality assurance provider (EQAP) • understand the degree-apprenticeship, including the occupational standard, EPA plan and funding • make all necessary contractual arrangements, including agreeing the price of the EPA • develop and produce assessment materials including specifications and marking materials (for example mark schemes, practice materials, training material) • maintain and apply a policy for the declaration and management of conflict of interests and independence which ensures, as a minimum, no personal benefit or detriment is received by those delivering the EPA or from the result of an assessment and covers: <ul style="list-style-type: none"> • apprentices • employers • assessors • the HEP's role as a training provider • any other roles involved in delivery or grading of the EPA • have quality assurance systems and procedures that ensure fair, reliable and consistent assessment and maintain records of IQA activity for external quality assurance (EQA) purposes • appoint independent, competent and suitably qualified assessors in line with the requirements of this EPA plan • where required to facilitate the EPA, appoint administrators, invigilators and any other roles

	<ul style="list-style-type: none"> • deliver induction, initial and on-going training for all assessors, and if used administrators and invigilators and any other roles involved in delivery or grading of the EPA specified within this EPA plan. This should include how to record the rationale and evidence for grading decisions where required standardise all assessors, before allowing them to deliver EPAs and: <ul style="list-style-type: none"> • when the EPA is updated • at least once a year • and moderate their decisions once EPAs have begun • monitor the performance of all assessors and provide re-training where necessary • develop and provide assessment recording documentation to ensure a clear and auditable process is in place for providing assessment decisions and feedback to all relevant stakeholders • use language in the development and delivery of the EPA that is appropriate to the level of the degree-apprenticeship • arrange for the EPA to take place in a timely manner, in consultation with the employer • provide information, advice and guidance documentation to enable apprentices, employers and training providers to prepare for the EPA • confirm all gateway requirements have been met • host and facilitate the EPA or make suitable alternative arrangements • maintain the security of the EPA including, but not limited to, verifying the identity of the apprentice, invigilation, security of materials • where the EPA plan permits assessment away from the workplace, ensure that the apprentice has access to the required resources and liaise with the employer to agree this if necessary • confirm the overall EPA grade • arrange the certification of the degree-apprenticeship • conduct appeals where required, according to the EPAO's appeals procedure
Independent assessor	<p>As a minimum, an independent assessor must:</p> <ul style="list-style-type: none"> • be independent, with no conflict of interest with the apprentice, their employer or training provider, specifically, they must not

	<p>receive a personal benefit or detriment from the result of the assessment</p> <ul style="list-style-type: none"> • not be employed by the same organisation as the apprentice or drawn from an organisation on IfATE's directory of professional and employer-led bodies that supports external quality assurance. • be current and active in the occupation, for example be sourced from the industry or a professional body • have, maintain and be able to evidence up-to-date knowledge and expertise of the occupation • have authority to represent the professional body where the EPA is acting as the professional body's assessment process (if necessary and permitted in the EPA plan) • have the competence to assess the EPA and meet the requirements of the IQA section of this EPA plan • understand the degree-apprenticeship (occupational standard and EPA plan) • attend induction and standardisation events before they conduct an EPA for the first time, when the EPA is updated, and at least once a year • use language in the delivery of the EPA that is appropriate to the level of the degree-apprenticeship • work with other personnel, including additional assessors where used, in the preparation and delivery of assessment methods • conducts the EPA to assess the apprentice against the KSBs and in accordance with the EPA plan • make all final grading decisions on an apprentice's occupational competence in accordance with grading descriptors in this EPA plan • if an assessor panel is used, the independent assessor must chair and make final grading decisions • record and report all assessment outcome decisions for each apprentice • comply with the IQA requirements of the EPAO • comply with external quality assurance (EQA) requirements
Training provider (HEP)	As a minimum, the training provider (HEP) must:

	<ul style="list-style-type: none"> • conform to the requirements of the register of apprenticeship training providers (RoATP) • ensure procedures are in place to mitigate against any conflict of interest • work with the employer and support the apprentice during the off-the-job training to provide the opportunities to develop the knowledge, skills and behaviours as outlined in the occupational standard • deliver training to apprentices as outlined in their learner agreement • monitor the apprentice's progress during any training provider led on-programme learning • ensure the apprentice is prepared for the EPA • advise the employer, upon request, on the apprentice's readiness for EPA • ensure that all supporting evidence required at the gateway is submitted in accordance with this EPA plan
External examiner	<p>As a minimum, the external examiner must:</p> <ul style="list-style-type: none"> • confirm the EPA has been delivered in accordance with the EPA plan • accept, and therefore not change, the EPA grading decisions made by the independent assessor • comply with the requirements of the EPA plan and IfATE policies • comply with the requirements, policies, and procedures of the EQA provider • be independent of the apprentice, and the employing organisation who are involved in delivering the degree-apprenticeship • be independent of the delivery and awarding of the EPA • not have been involved in the teaching or on-programme assessment of the apprentice

Reasonable adjustments

The EPAO must have reasonable adjustments arrangements for the EPA.

This should include:

- how an apprentice qualifies for reasonable adjustment

- what reasonable adjustments may be made

Adjustments must maintain the validity, reliability and integrity of the EPA as outlined in this EPA plan.

Internal quality assurance

Internal quality assurance refers to the strategies, policies and procedures that EPAOs must have in place to ensure valid, consistent and reliable end-point assessment decisions.

EPAOs for this EPA must adhere to all requirements within the roles and responsibilities table and:

- appoint independent assessors who also:
 - have relevant experience of the occupation to at least occupational level 6 gained in the last 5 years

Value for money

Affordability of the EPA will be aided by using at least some of the following:

- utilising digital remote platforms to conduct applicable assessment methods
- using the employer's premises
- conducting assessment methods on the same day

Professional recognition

This apprenticeship aligns with:

- Institute of Financial Accountants for Intermediate Level

Mapping of KSBs to assessment methods

KNOWLEDGE	ASSESSMENT METHODS
<p>K1 The regulatory framework of financial accounting that apply to sole traders, partnerships, companies, charities, and public sector organisations.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>K2 Accounting concepts and standards in UK GAAP and IFRS as applicable to sole traders, partnerships, companies, charities, and public sector organisations.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>K3 The technology available for financial accounting, reporting, and internal controls. For example, iXBRL.</p>	<p>Project report with presentation, questions and answers</p>
<p>K4 Approaches to analysing issues relating to competitors, stakeholders and market trends. For example ratio analysis, trend analysis, stakeholder analysis, competitor analysis.</p>	<p>Project report with presentation, questions and answers</p>
<p>K5 Approaches to data analytics using technology to visualise findings from the analysis of financial and non-financial data from internal and external sources.</p>	<p>Project report with presentation, questions and answers</p>
<p>K6 The requirements of the data commissioner under GDPR, and other stakeholders.</p>	<p>Project report with presentation, questions and answers</p>
<p>K7 Digital technology and protocols to protect data from cyber attacks and data corruption.</p>	<p>Project report with presentation, questions and answers</p>
<p>K8 The principles of legal, professional, and ethical frameworks including regulations regarding money laundering, criminal finance, data protection, health and safety, computer misuse and cybercrime.</p>	<p>Project report with presentation, questions and answers</p>
<p>K9 The principles of digital systems management to ensure they are compliant with all relevant legal, professional and ethical</p>	<p>Project report with presentation, questions</p>

frameworks.	and answers
K10 The principles and significance of reconciling internal system records with external information sources such as banks and suppliers.	Professional discussion underpinned by a portfolio
K11 The purpose and techniques of budgeting and forecasting required to manage revenue, expenditure and cash flow.	Professional discussion underpinned by a portfolio
K12 The use of digital technology to compile, manage and report on budgets.	Professional discussion underpinned by a portfolio
K13 Approaches to creating cash flow forecasts.	Professional discussion underpinned by a portfolio
K14 The use of digital technology to forecast, monitor and report on movements in an organisations' cash flows.	Professional discussion underpinned by a portfolio
K15 Approaches used to analyse the financial and non-financial impact of management decisions.	Project report with presentation, questions and answers
K16 The use of digital technology to provide management reports to assist decision making.	Project report with presentation, questions and answers
K17 The importance of taxation in society and its impact on government policy.	Professional discussion underpinned by a portfolio
K18 The relationship of UK taxation to the accounting and finance function within organisations.	Professional discussion underpinned by a portfolio
K19 Implications for taxation reporting and obligations of organisational or client decision making.	Professional discussion underpinned by a portfolio

<p>K20 Principles of digital technology used to process data and fulfil organisational and HMRC digital taxation reporting requirements.</p>	Professional discussion underpinned by a portfolio
<p>K21 The importance of the internal and external audit function and the significance of providing information requested from the audit teams to fulfil their duties.</p>	Professional discussion underpinned by a portfolio
<p>K22 Strategic planning techniques that are used by organisations to analyse, develop, and implement strategy.</p>	Project report with presentation, questions and answers
<p>K23 Approaches to digital technology used to analyse, communicate, monitor and report on implementing strategy and meeting strategic objectives.</p>	Project report with presentation, questions and answers
<p>K24 Approaches to identify and evaluate quantitative and qualitative factors that influence business performance.</p>	Project report with presentation, questions and answers
<p>K25 The use of technology to collect, analyse and communicate quantitative and qualitative data.</p>	Project report with presentation, questions and answers
<p>K26 The sources of finance that are available to organisations.</p>	Professional discussion underpinned by a portfolio
<p>K27 Approaches to using technology to identify and apply for finance and maintain credit relationships.</p>	Professional discussion underpinned by a portfolio
<p>K28 The legal and organisational framework for managing receivables, credit control, and internal and external relationships.</p>	Professional discussion underpinned by a portfolio
<p>K29 Approaches to using technology that manages credit control for internal and external stakeholders.</p>	Professional discussion underpinned by a portfolio

<p>K30 The principles and practice of designing, implementing and maintaining internal controls that mitigate risk and prevent issues, such as with quality, accuracy, fraud, cyber-attacks, or other irregularity.</p>	<p>Project report with presentation, questions and answers</p>
<p>K31 Approaches to internal controls for both manual and digital systems and processes, with consideration for the control environment.</p>	<p>Project report with presentation, questions and answers</p>
<p>K32 Approaches to managing external relationships that affect the organisation.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>K33 Approaches to digital technology to produce relevant information for stakeholder reports such as Integrated Reporting or Environmental Social and Governance (ESG) reports.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>K34 Principles of effective staff recruitment, training, appraisal, mentoring and management.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>K35 Approaches to use of digital technologies to appraise, monitor and manage staff.</p>	<p>Professional discussion underpinned by a portfolio</p>

SKILL	ASSESSMENT METHODS
<p>S1 Prepare financial statements, or extracts thereof, in accordance with International Financial Reporting Standards (IFRS) and UK Generally Accepted Accounting Practice (GAAP).</p>	Professional discussion underpinned by a portfolio
<p>S2 Identify and use appropriate digital technology to achieve desired outputs in the context of producing statutory of financial reports.</p>	Professional discussion underpinned by a portfolio
<p>S3 Analyse financial and non-financial internal data and compare with benchmark data such as from competitors, stakeholders, and market trends.</p>	Project report with presentation, questions and answers
<p>S4 Use data analytics tools, visualise findings, make evidenced-based recommendations for future action and communicate them.</p>	Project report with presentation, questions and answers
<p>S5 Interpret and implement the latest guidance on secure data management to satisfy the requirements of the Data Commissioner and GDPR.</p>	Project report with presentation, questions and answers
<p>S6 Implement protocols and technology that minimise risks to data integrity and cyber security.</p>	Project report with presentation, questions and answers
<p>S7 Evaluate internal and external factors relevant to the operational compliance of the organisation with all necessary legal, professional and ethical frameworks.</p>	Project report with presentation, questions and answers
<p>S8 Apply the principles of digital systems management to ensure continued compliance with all relevant frameworks applicable to the organisation.</p>	Project report with presentation, questions and answers
<p>S9 Analyse and interpret the reasons for differences between internal and external source documentation and produce reconciliations that clearly identify those differences and required actions.</p>	Professional discussion underpinned by a portfolio

<p>S10 Create budgets and forecasts using the most appropriate tools and techniques.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>S11 Interpret budget reports to evaluate the reliability of forecasts and to identify variances which require further action.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>S12 Calculate and interpret cash flow forecasts.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>S13 Interpret cash flow reports and identify future action required to manage cash balances.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>S14 Apply management accounting techniques to assist decision making within the organisation.</p>	<p>Project report with presentation, questions and answers</p>
<p>S15 Interpret management reports, and utilise a variety of media, including verbal communication, to deliver advice that impacts management decisions.</p>	<p>Project report with presentation, questions and answers</p>
<p>S16 Interpret and apply HMRC rules and guidance to produce tax calculations and statutory returns.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>S17 Implement and manage systems and processes that gather the information required by HMRC.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>S18 Analyse and summarise organisational or client decision making and the impact on taxation reporting and obligations.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>S19 Implement and manage the technology to satisfy HMRC reporting requirements for digital taxation.</p>	<p>Professional discussion underpinned by a portfolio</p>

<p>S20 Produce the information required by internal and external auditors in a clear format.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>S21 Evaluate strategic options, taking into consideration the impact of internal and external factors.</p>	<p>Project report with presentation, questions and answers</p>
<p>S22 Develop, communicate, and deliver operational plans that meet strategic objectives; being able to set targets and KPIs, manage resources, and monitor and measure outcomes to establish operations effectively, efficiently and economically.</p>	<p>Project report with presentation, questions and answers</p>
<p>S23 Ability to interpret quantitative and qualitative data in order to assess business performance, and utilise a variety of media, including verbal communication that demonstrates emotional intelligence, to make recommendations.</p>	<p>Project report with presentation, questions and answers</p>
<p>S24 Analyse and interpret the process of how data is collected, extracted, analysed and reported.</p>	<p>Project report with presentation, questions and answers</p>
<p>S25 Evaluate the impact of different sources of finance on an organisation, including risk and recommend appropriate finance options.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>S26 Advise organisations and implement technology to raise finance and maintain credit relationships.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>S27 Design and manage a compliant credit control system that meets strategic objectives regarding customers, insurers, and cash flow.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>S28 Implement technology that enables delivery of a credit control system that meets strategic objectives.</p>	<p>Professional discussion underpinned by a portfolio</p>

<p>S29 Analyse, design, implement, communicate, monitor and review internal control systems and processes that mitigate risk, including error, fraud, and cyber risks.</p>	<p>Project report with presentation, questions and answers</p>
<p>S30 Document organisational manual and digital internal controls, identify weaknesses, and make practical recommendations for improvement.</p>	<p>Project report with presentation, questions and answers</p>
<p>S31 Develop and maintain effective relationships with internal and external stakeholders.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>S32 Identify relevant information to be included in reports used by stakeholders.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>S33 Identify potential improvements to HR policies and activities such as recruitment, training, appraisal, mentoring or management.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>S34 Evaluate the effectiveness of digital technology used to appraise, monitor and manage staff.</p>	<p>Professional discussion underpinned by a portfolio</p>

BEHAVIOUR	ASSESSMENT METHODS
<p>B1 Conscientious and diligent attention to detail that strives for completeness and accuracy.</p>	<p>Project report with presentation, questions and answers</p>
<p>B2 Rigorous and empirical approach to the analysis of data and research the facts and gathering expert opinion before recommending action.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>B3 Committed to continuing professional development (CPD) by keeping up to date with the latest legislation, releases from standard setters, the latest advances in, and applications of, digital technology as applicable to accounting and finance and guidance from HMRC.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>B4 Objective and capable of independent and team working, committed to a reflective approach and therefore continuous improvement of internal and external relationships, including reviewing their own performance and performance of their team.</p>	<p>Project report with presentation, questions and answers</p>
<p>B5 Act with professional scepticism including a questioning mind, being alert to conditions which may indicate a possible misstatement due to error or fraud and a critical assessment of evidence.</p>	<p>Professional discussion underpinned by a portfolio</p>
<p>B6 Act with professional judgment and values. Apply ethical standards in making informed decisions about the courses of action that are appropriate to their business or their client including acting in the public interest.</p>	<p>Project report with presentation, questions and answers</p>
<p>B7 Creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responding well to feedback and need for change. Open to new ways of working and new management theories.</p>	<p>Project report with presentation, questions and answers</p>

Mapping of KSBs to grade themes

Project report with presentation, questions and answers - Project

KSBS GROUPED BY THEME	KNOWLEDGE	SKILLS	BEHAVIOUR
Financial Accounting K3 K4 K5 S3 S4 B1	<p>The technology available for financial accounting, reporting, and internal controls. For example, iXBRL. (K3)</p> <p>Approaches to analysing issues relating to competitors, stakeholders and market trends. For example ratio analysis, trend analysis, stakeholder analysis, competitor analysis. (K4)</p> <p>Approaches to data analytics using technology to visualise findings from the analysis of financial and non-financial data from internal and external sources. (K5)</p>	<p>Analyse financial and non-financial internal data and compare with benchmark data such as from competitors, stakeholders, and market trends. (S3)</p> <p>Use data analytics tools, visualise findings, make evidenced-based recommendations for future action and communicate them. (S4)</p>	Conscientious and diligent attention to detail that strives for completeness and accuracy. (B1)
Management Accounting K15 K16 K22 K23 K24 K25 S14 S15 S21 S22 S23 S24	<p>Approaches used to analyse the financial and non-financial impact of management decisions. (K15)</p> <p>The use of digital technology to provide management reports to assist decision making. (K16)</p> <p>Strategic planning techniques that are</p>	<p>Apply management accounting techniques to assist decision making within the organisation. (S14)</p> <p>Interpret management reports, and utilise a variety of media, including verbal communication, to deliver advice that</p>	N/A

	<p>used by organisations to analyse, develop, and implement strategy. (K22)</p> <p>Approaches to digital technology used to analyse, communicate, monitor and report on implementing strategy and meeting strategic objectives. (K23)</p> <p>Approaches to identify and evaluate quantitative and qualitative factors that influence business performance. (K24)</p> <p>The use of technology to collect, analyse and communicate quantitative and qualitative data. (K25)</p>	<p>impacts management decisions. (S15)</p> <p>Evaluate strategic options, taking into consideration the impact of internal and external factors. (S21)</p> <p>Develop, communicate, and deliver operational plans that meet strategic objectives; being able to set targets and KPIs, manage resources, and monitor and measure outcomes to establish operations effectively, efficiently and economically. (S22)</p> <p>Ability to interpret quantitative and qualitative data in order to assess business performance, and utilise a variety of media, including verbal communication that demonstrates emotional intelligence, to make recommendations. (S23)</p> <p>Analyse and interpret the process of how data is collected, extracted, analysed and reported. (S24)</p>	
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<p>Digital Security and Systems K6 K7 K9 S5 S6 S8 B4</p>	<p>The requirements of the data commissioner under GDPR, and other stakeholders. (K6)</p> <p>Digital technology and protocols to protect data from cyber attacks and data corruption. (K7)</p> <p>The principles of digital systems management to ensure they are compliant with all relevant legal, professional and ethical frameworks. (K9)</p>	<p>Interpret and implement the latest guidance on secure data management to satisfy the requirements of the Data Commissioner and GDPR. (S5)</p> <p>Implement protocols and technology that minimise risks to data integrity and cyber security. (S6)</p> <p>Apply the principles of digital systems management to ensure continued compliance with all relevant frameworks applicable to the organisation. (S8)</p>	<p>Objective and capable of independent and team working, committed to a reflective approach and therefore continuous improvement of internal and external relationships, including reviewing their own performance and performance of their team. (B4)</p>
<p>Legal Compliance K8 S7 B6</p>	<p>The principles of legal, professional, and ethical frameworks including regulations regarding money laundering, criminal finance, data protection, health and safety, computer misuse and cybercrime. (K8)</p>	<p>Evaluate internal and external factors relevant to the operational compliance of the organisation with all necessary legal, professional and ethical frameworks. (S7)</p>	<p>Act with professional judgment and values. Apply ethical standards in making informed decisions about the courses of action that are appropriate to their business or their client including acting in the public interest. (B6)</p>
<p>Finance, Credit and Risk K30 K31 S29 S30 B7</p>	<p>The principles and practice of designing, implementing and maintaining internal controls that mitigate risk and prevent issues, such as with quality, accuracy, fraud, cyber-attacks,</p>	<p>Analyse, design, implement, communicate, monitor and review internal control systems and processes that mitigate risk,</p>	<p>Creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responding well to feedback and need for change. Open to</p>

	<p>or other irregularity. (K30)</p> <p>Approaches to internal controls for both manual and digital systems and processes, with consideration for the control environment. (K31)</p>	<p>including error, fraud, and cyber risks. (S29)</p> <p>Document organisational manual and digital internal controls, identify weaknesses, and make practical recommendations for improvement. (S30)</p>	<p>new ways of working and new management theories. (B7)</p>
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Professional discussion underpinned by a portfolio - Discussion

KSBS GROUPED BY THEME	KNOWLEDGE	SKILLS	BEHAVIOUR
Financial Accounting K1 K2 K10 S1 S2 S9 B2	<p>The regulatory framework of financial accounting that apply to sole traders, partnerships, companies, charities, and public sector organisations. (K1)</p> <p>Accounting concepts and standards in UK GAAP and IFRS as applicable to sole traders, partnerships, companies, charities, and public sector organisations. (K2)</p> <p>The principles and significance of reconciling internal system records with external information sources such as banks and suppliers. (K10)</p>	<p>Prepare financial statements, or extracts thereof, in accordance with International Financial Reporting Standards (IFRS) and UK Generally Accepted Accounting Practice (GAAP). (S1)</p> <p>Identify and use appropriate digital technology to achieve desired outputs in the context of producing statutory of financial reports. (S2)</p> <p>Analyse and interpret the reasons for differences between internal and external source documentation and produce reconciliations that clearly identify those differences and required actions. (S9)</p>	<p>Rigorous and empirical approach to the analysis of data and research the facts and gathering expert opinion before recommending action. (B2)</p>
Management Accounting K11 K12 K13 K14 S10 S11 S12 S13 B5	<p>The purpose and techniques of budgeting and forecasting required to manage revenue, expenditure and cash flow. (K11)</p> <p>The use of digital technology to compile, manage and</p>	<p>Create budgets and forecasts using the most appropriate tools and techniques. (S10)</p> <p>Interpret budget reports to evaluate the reliability of forecasts and to identify variances</p>	<p>Act with professional scepticism including a questioning mind, being alert to conditions which may indicate a possible misstatement due to error or fraud and a critical assessment of evidence. (B5)</p>

	<p>report on budgets. (K12)</p> <p>Approaches to creating cash flow forecasts. (K13)</p> <p>The use of digital technology to forecast, monitor and report on movements in an organisations' cash flows. (K14)</p>	<p>which require further action. (S11)</p> <p>Calculate and interpret cash flow forecasts. (S12)</p> <p>Interpret cash flow reports and identify future action required to manage cash balances. (S13)</p>	
<p>Human Resources and Stakeholder Relationship Management K32 K33 K34 K35 S31 S32 S33 S34 B3</p>	<p>Approaches to managing external relationships that affect the organisation. (K32)</p> <p>Approaches to digital technology to produce relevant information for stakeholder reports such as Integrated Reporting or Environmental Social and Governance (ESG) reports. (K33)</p> <p>Principles of effective staff recruitment, training, appraisal, mentoring and management. (K34)</p> <p>Approaches to use of digital technologies to appraise, monitor and manage staff. (K35)</p>	<p>Develop and maintain effective relationships with internal and external stakeholders. (S31)</p> <p>Identify relevant information to be included in reports used by stakeholders. (S32)</p> <p>Identify potential improvements to HR policies and activities such as recruitment, training, appraisal, mentoring or management. (S33)</p> <p>Evaluate the effectiveness of digital technology used to appraise, monitor and manage staff. (S34)</p>	<p>Committed to continuing professional development (CPD) by keeping up to date with the latest legislation, releases from standard setters, the latest advances in, and applications of, digital technology as applicable to accounting and finance and guidance from HMRC. (B3)</p>
<p>Tax Compliance K17 K18 K19 K20 S16 S17 S18 S19</p>	<p>The importance of taxation in society and its impact on</p>	<p>Interpret and apply HMRC rules and guidance to produce tax calculations and</p>	<p>N/A</p>

	<p>government policy. (K17)</p> <p>The relationship of UK taxation to the accounting and finance function within organisations. (K18)</p> <p>Implications for taxation reporting and obligations of organisational or client decision making. (K19)</p> <p>Principles of digital technology used to process data and fulfil organisational and HMRC digital taxation reporting requirements. (K20)</p>	<p>statutory returns. (S16)</p> <p>Implement and manage systems and processes that gather the information required by HMRC. (S17)</p> <p>Analyse and summarise organisational or client decision making and the impact on taxation reporting and obligations. (S18)</p> <p>Implement and manage the technology to satisfy HMRC reporting requirements for digital taxation. (S19)</p>	
<p>Audit Compliance K21 S20</p>	<p>The importance of the internal and external audit function and the significance of providing information requested from the audit teams to fulfil their duties. (K21)</p>	<p>Produce the information required by internal and external auditors in a clear format. (S20)</p>	N/A
<p>Finance, Credit and Risk K26 K27 K28 K29 S25 S26 S27 S28</p>	<p>The sources of finance that are available to organisations. (K26)</p> <p>Approaches to using technology to identify and apply for finance and maintain credit relationships. (K27)</p>	<p>Evaluate the impact of different sources of finance on an organisation, including risk and recommend appropriate finance options. (S25)</p>	N/A

	<p>The legal and organisational framework for managing receivables, credit control, and internal and external relationships. (K28)</p> <p>Approaches to using technology that manages credit control for internal and external stakeholders. (K29)</p>	<p>Advise organisations and implement technology to raise finance and maintain credit relationships. (S26)</p> <p>Design and manage a compliant credit control system that meets strategic objectives regarding customers, insurers, and cash flow. (S27)</p> <p>Implement technology that enables delivery of a credit control system that meets strategic objectives. (S28)</p>	
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Version log

Version	Change detail	Earliest start date	Latest start date	Latest end date
1.0	Approved for delivery	21/02/2023	Not set	Not set

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