Online Professional Development from the Experts

Professional development programmes to help drive your business forward
Welcome to Professional Development from BPP

BPP Professional Development are trusted as the training provider of choice for some of the UK and international leading companies.

The innovative range of online solutions include either pre-recorded sessions or live, engaging and interactive sessions where delegates attend a virtual classroom. All sessions are recorded, to allow employees to replay, review and catch up on demand to refresh their knowledge whenever it suits. There is also a comprehensive library of pre-recorded online content to increase the breadth of knowledge.

Our programmes can be tailored to the needs of your business, whether a client requires pre-recorded modules, or an online live programme or blended programmes combining pre-recorded modules, online live sessions or face-to-face. We can assist companies to achieve their professional development goals regardless of size or budget.

We pride ourselves in understanding the needs of our clients, building strong working relationships to deliver innovative, market leading, highly effective training solutions for your business.

Heather Gough, BPP Professional Development

BPP has been at the forefront of professional education and development for over 35 years. It’s why we’re first choice for training among some of the world’s largest businesses, including AXA, Siemens and Experian.

We are the chosen training partner for two of the UK’s leading accountancy awarding bodies, CIMA and ICAS.

We also work with ACCA to deliver development opportunities to Accountants across the country.

Our innovative training techniques, programme delivery and tailored content consistently deliver better trained, better prepared employees.

Empowered. Visionary. Ready to carry your business forward by bringing best practice and internationally recognised professional education into the workplace.

Find out how BPP’s in-house services can help drive your business forward

bpp.com/pdinhouse

corporatebusinesssteam@bpp.com

03300603333
Tailored solutions for your business

At BPP we have a number of different methods to deliver our training to suit the needs of each client individually. Training can be delivered consistently and efficiently regardless of location to reach employees wherever they are based in the UK and globally. You can choose face-to-face, Online Classroom Live or pre-recorded online sessions, or a blend of all to suit the needs of your business.

Our programmes are delivered by experienced professionals who bring a personal approach to the learning process. The use of real-life examples to put contextual subjects in a practical context gives BPP online programmes the edge.

We will work with you to create programmes that equip your employees with the skills and competencies they need to impact your business objectives and develop personally.

Our offering is truly unique with flexibility, ease of access and consistent tracking of learning modules, our online learning packages are an online solution to fit with your business – whether it be on the go, in the office or at home via tablets, desktop and mobile devices accessible 24/7.

We also offer a library of pre-recorded online courses as using a wide range of engagement tools ensures employees maintain a competitive edge. As pioneers of new learning delivery methods, BPP have a well-established online learning platform, both for students enrolled on our professional qualifications, for professionals seeking further training and development throughout their career and for businesses looking to develop their employees.

Pre-recorded online – On demand

We offer a consistent training approach for the whole team, across multiple locations wherever in the world your business is based. Enabling your employees to complete their professional development or training when and where is convenient.

Our pre-recorded sessions are available on demand designed to fit around busy schedules and business demands, plus they can be re-watched to refresh knowledge when needed.

We offer a range of courses in a wide variety of subjects, all delivered by expert speakers providing comprehensive coverage of each topic.

BPP’s award winning
Online Classroom Live

A dynamic method of achieving individual and business objectives, our Online Classroom Live is a live environment with everything you would expect from one of our face-to-face sessions but delivered live and interactively.

As professionals ourselves, we understand how best to guide and advise other professional people, chat to peers from across the globe and ask specific questions. Vote to express an opinion or real life example and set up polls. Every session is fresh and relevant allowing attendees to interact and engage.

We understand that training and development can take time away from day-to-day tasks. That is why we are here to shape programmes aligned with the needs of your business. We carefully structure programmes around the needs of both employees and clients.

Online sessions are recorded to allow employees the opportunity to catch up on demand wherever they are in the world giving full access to revisit, rewind and reengage with content and materials whenever it suits.

93% of users would recommend an online course*

*Based on a survey of users who completed an online course between September 2010 and August 2014.
### Business Skills

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### Business and Finance

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<tbody>
<tr>
<td><strong>Adding value from finance</strong></td>
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<tr>
<td>Cloud computing now offers businesses a new way of storing data or running applications. When managing a business, leaders follow varying agendas and objectives in making decisions. The finance function is often seen as the key steward and guardian of financial value for the investors and will continue to drive the delivery of that value from throughout the business. This course will introduce you to a clear understanding of the measurement of financial value; how financial value is generated from strategic initiatives, pricing spend management; and how the finance team can contribute to building value.</td>
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| **An introduction to project management**        | 2          | 52                       | 65                          |
| More and more accountants are being asked to contribute within a project environment. This course provides a basic outline of the project management role, how to structure a project, the project governance structure and highlights some of the tools available to help manage the process. |            |                           |                             |

| **Building better business cases**               | 1.5        | 40                       | 50                          |
| In today’s economic climate, more than ever, we must ensure that for any investments of significance in our businesses that we undertake produce returns that protect our cash, satisfy investors or shareholders expectations and justify the risks taken. This course looks at what constitutes a good business case, how we may effectively model it and considers the quantification of risk. |            |                           |                             |

| **Building powerful value propositions**         | 1.5        | 40                       | 50                          |
| In an increasingly competitive world it is important that you communicate to your clients how you can help them to meet their needs and address the key issues that they face. The value proposition, done correctly, provides a powerful answer to the question 'Why should we choose you?' But it should do more, demonstrating your understanding of their issues and differentiating what you do from the competition. The key is in the differentiation, demonstrating how what you offer gives the client more of the things they want – the value - than competitor solutions. Value propositions are frequently talked about and generally poorly done. Successful businesses cascade their value propositions down through the organisation, and the organisation has value delivery at the heart of what it does. The process starts with an understanding of value, and a recognition of the fact that what we might consider to be value may not be quite the same from the clients point of view. This online CPD course will help you understand value, recognise the importance of differentiation and help you to build a powerful value proposition for your business. |            |                           |                             |

| **Data security and protection**                 | 1          | 28                       | 35                          |
| Cloud computing now offers businesses a new way of storing data or running applications which can often be cheaper and more readily accessible than other methods. In addition cloud computing offerings include no hardware investments or software licenses, faster implementation and the benefit of being able to access data and applications from anywhere with an internet connection. However, organisations need to be aware of the risks and how to mitigate them as there are also potential disadvantages which could include the lack of support, privacy, speed, security, as well as data protection considerations and the need to have an internet connection. |            |                           |                             |

| **Introduction to the effective use of social media** | 1 | 28 | 35 |
| The course provides an overview of business development and how to build a practical and realistic social media action plan. It will cover best practice on all of the main social media platforms and provide guidance of how they can be utilised on an individual and business level. It is suitable for anyone in business keen to build their client and third-party referral bases, improve internal and external corporate communications, enhance their brand and enter into strategic alliances. |            |                           |                             |
Business Skills

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<td>Lean six sigma</td>
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<tr>
<td>Managing intangibles</td>
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<td>Pricing strategies and tactics</td>
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<tr>
<td>Private company acquisitions</td>
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### Process excellence

Leading business guru Deming stated that "85% of the reasons for failure to meet customer expectations are related to deficiencies in systems and processes… rather than the employee. The role of management is to change the process rather than badgering individuals to do better." In this course we look at how to better manage, improve and design processes to address Deming’s concern. We cover what processes are and how they operate in a business, how to recognise the state of maturity of process management in your business, and to measure and report the performance and status of each key process. We then go on to consider the methods for improving and designing processes for optimum performance, before finally looking at the drivers of successfully deploying Process Excellence.

### Project and stakeholder management

During this course you’ll look at techniques to make sure that you identify the right project for your organisation. Secondly looking at understanding some of the project dynamics making sure the governor’s structure is right and the project structure’s right ensuring that you’ve got the right skills in place to be able to complete the project successfully. In addition we’ll cover the key elements of stakeholder engagement, who to talk to, when to talk to, and the sorts of people you may need to engage with, and how to engage with them, as well. We’ll have a look at a couple of the methodologies that are currently out there, those that are very structured and quite bureaucratic, to those that are much more free flowing. Finally the importance of going back and reviewing the project and making sure you learn the lessons from whatever project you’ve undertaken.

### Shared service provision

In driving towards greater levels of cost efficiency and improved service provision, many organisations have turned to establishing shared service centres. But are shared service centres always a guaranteed solution? This course provides an overview of sustainability and how it is measured. It includes key sustainability standards and the UK legislation regarding sustainability reporting. There are practical examples of sustainability measures and how they are being used in organisations.

### Social media - risks and opportunities

Social networking is a topic that should be on the radar of every department as it is proving to be a vital resource for many businesses. However, many of these businesses have yet to develop policies and procedures for employee use of the new media. Combined with this are the potential risks associated with social networking sites posing a problem that many departments now need to address. This course will help your organisation to understand the benefits and risks of social networking and will identify the best ways to use and manage social networks creating new opportunities for the business in a safer environment.

### Sustainability performance measures

This course provides an overview of sustainability and how it is measured. It includes key sustainability standards and the UK legislation regarding sustainability reporting. There are practical examples of sustainability measures and how they are being used in organisations.

### The golden rules of financial modelling

Financial modelling is becoming an increasingly important skill in an economic environment characterised by more uncertainty. The ability to use Excel to predict what the financial performance and position of a business or venture might look like in the future, depending on particular assumptions and estimates, is easy to build a poor financial model. It is difficult to build a high quality financial model which will satisfy the needs of the user. In order to build the latter rather than the former there are a number of ‘Golden Rules’ (Do’s and Don’ts) that must be adhered to. This course explains what those rules are.

### Winning business cases

In today’s economic climate it is ever more important that organisations are effective in allocating resources. Therefore there is an increasing tendency for organisations to require well thought through business cases for projects. These business cases need to be approached in a disciplined manner and address all the questions that those being asked for approval need answering. This course takes a generic approach to business case formulation that can be applied in any organisation.
### Employment Management

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<td>Equality and diversity in law firms</td>
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<td>Formation of a contract of employment</td>
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<td>Generation hangover</td>
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<td>The 21st century workplace - managing social media use</td>
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#### Employment Status

The employment status of an individual is important to identify correctly, as it is this which dictates their employment entitlements. For example, it is only employees who qualify for the right not to be unfairly dismissed or a redundancy payment. The area is complicated as the tests are not clear cut, and the different categories of employment status can overlap. Employment tribunal decisions in this area are highly fact sensitive. This course sets out the fundamental principles from which the factual analysis can be conducted.

#### Equality and Diversity in Law Firms

Law firms are subject to a greater level of regulation than most businesses. Firms owe legal and regulatory equality and diversity duties to their staff, their suppliers and their clients. These come from the equality legislation but also from the Solicitors’ Regulation Authority. This course examines all of the relevant duties and considers the overlaps in the different obligations and influences on a firm’s E&D policy and practice. It gives guidance on how the obligations may be approached by firms to minimise duplication of effort and maximise the benefits of a comprehensive strategy.

#### The Formation of a Contract of Employment

The contract of employment is fundamental in the employment relationship, as it provides the basis for employee rights and obligations, additional to those set out in statute. This course looks at the formation of the contract.

#### Generation Hangover

Recent research has found that 77% of employers believe alcohol is the biggest threat to employee well being. A survey by Knowledge Union Health Care showed that 33% of employees admitted to going to work with a hangover. This course looks to identify the impact of alcohol in the workplace and what are some of the issues faced by both the employee and employer.

#### Managers’ Guide to Redundancy

Businesses may feel that they want or need to streamline their staff numbers for a variety of reasons. The most common reason is a downturn in the fortunes of a business or its complete closure, but redundancies can also result from changes in working practices such as the introduction of new technology or a new shift pattern. A business is not required to demonstrate that it has financial problems in order legally to make redundancies, the law in this area permits employers to organise their staff in ways best suited to their business, subject to the legal safeguards provided by the redundancy legislation. This course provides a step by step guide, with case study examples, to the process employers should follow when contemplating redundancies.

#### The 21st Century Workplace - Managing Social Media Use

The social networking revolution. Indications are that the fastest growing membership to social networking sites is amongst the workforce population. With the ease of accessibility to the internet in the workplace, this growth has had a considerable impact on behaviour of employees. The opportunities to now be online and socialising, rather than online and working, are at their highest, and the phenomenon does not look set to slow. This course considers not only the negative, but also the positive impacts of social networking technology for employers, the rights of employees, and how these 21st century workplace issues can be managed.

### Employment Management

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#### Domain Names and Intellectual Property - Avoiding the Pitfalls

This course will provide an overview of the interaction between domain names and intellectual property rights. We will also consider the rules relating to trade mark infringement and passing off and review different dispute resolution mechanisms.
### Business Skills

#### Law and Regulation

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<td>Consumer Rights Act 2015</td>
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<td>Data protection - key issues</td>
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<tr>
<td>Data protection - the basics</td>
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<td>Data protection update</td>
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<td>Dealing with Conduct issues in the Workplace - A Manager's Guide</td>
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<td>Dealing with Employment Tribunal Claims - A Manager's Guide</td>
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<td>Dealing with Stress in the Workplace - A Manager's Guide</td>
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<td>Money laundering and proceeds of crime for Finance professionals</td>
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<td>Money laundering and proceeds of crime for solicitors</td>
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<td>Online defamation update</td>
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<td>Settlement Agreements - A Manager's Guide</td>
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<td>SRA Accounts Rules</td>
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</table>
This course provides an introduction to some of the key issues concerning contract formation, including understanding contracts - part 1, which will enable you to deal with these with knowledge and confidence. Not doing so could be both costly and time consuming and have a negative impact on staff.

Most employers find the need to restructure their organisation (or part of their organisation) at some point in time. Workforce Restructures - A Manager's Guide explains that management accountants have a specific role in not only upholding the relevant Institute's code of ethics, but also in acting as a role model and influencer in regard to ethical practice and promoting responsible business for the long term.

TUPE: This course provides an introduction to both the legal and practical aspects of TUPE, which will enable you to deal with TUPE with knowledge and confidence. The law surrounding "unfair dismissal" impacts substantially on the way in which managers, who have responsibility for "employees", are able to run any business or organisation effectively.

Unfair Dismissal - An Overview for Managers: The law surrounding "unfair dismissal" impacts substantially on the way in which managers, who have responsibility for "employees", are able to run any business or organisation effectively.

Workforce Restructures - A Manager's Guide: Most employers find the need to restructure their organisation (or part of their organisation) at some point in time. It is vital to undertake such a restructuring reasonably and fairly, as the implications for the organisation in not doing so could be both costly and time consuming and have a negative impact on staff.

Understanding contracts - part 1: This course provides an introduction to some of the key issues concerning contract formation, including discussion of the terms of contracts, and a summary of the types of contracts.

Understanding contracts - part 2: Building on the knowledge acquired in the first in this series, this second course provides an introduction to some of the key terms that will be found in most commercial contracts and sets out some of the key issues to be borne in mind when reviewing such clauses.

TUPE: TUPE 2006 is one of the more complex areas of employment law that managers and lawyers often have to grapple with on a regular basis, whatever their sector, when they are dealing with the transfer of a business from one employer to another. TUPE protects the rights of those employees affected by a legal change of employer. It is a threshold, if TUPE applies, the general rule is that: Employment transfers automatically on the transfer of an undertaking; and Employees transfer on existing terms and conditions; and Rights, liabilities and obligations accrued pre-transfer transfer. Further employees are protected against any dismissal in connection with a TUPE transfer and there are stringent obligations to inform and, potentially, consult with appropriate representatives of potentially affected employees.

This course will provide you with an introduction to the UK's approach to corporate governance and in particular give you an insight to the 2010 published guidance now rebranded UK Corporate Governance Code, previously known as the UK Combined Code.

This course looks at the need for financial regulation in the UK and the imperative to make sure that markets and financial systems are sound and stable.

The Bribery Act 2010 is far reaching in its scope and is intended to provide a more intensive mechanism to prosecute and control corruption and bribery in all its various forms. No firm or individual can afford to be without a working knowledge of the act and an understanding of their obligations and the implications for themselves and their businesses. This course is intended to be a guide to the essential elements of the act which will be of assistance to firms and individuals and their legal and compliance advisors. It will help you understand the essentials of the Bribery Act 2010 and will give you a working knowledge of the structure of the act and the offences it creates.

The Bribery Act 2010: The Bribery Act 2010 is far reaching in its scope and is intended to provide a more intensive mechanism to prosecute and control corruption and bribery in all its various forms. No firm or individual can afford to be without a working knowledge of the act and an understanding of their obligations and the implications for themselves and their businesses. This course is intended to be a guide to the essential elements of the act which will be of assistance to firms and individuals and their legal and compliance advisors. It will help you understand the essentials of the Bribery Act 2010 and will give you a working knowledge of the structure of the act and the offences it creates.

Senior management responsibilities: This course is aimed at those wishing to get an understanding of the responsibilities that the regulators require senior management in financial firms to undertake. The course will be of particular interest to Approved Persons. The principal financial services regulators, the Prudential Regulation Authority and the Financial Conduct Authority, require senior management of authorised firms to be aware of what the regulators expect of them and to be able to provide evidence of meeting regulatory requirements, were one or both of the regulators to visit the firm. This course covers key aspects of senior management responsibilities based on the regulators’ handbooks and public statements made. The material has been aligned with what is generally perceived to be current best practice.

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<tr>
<td>International financial sanctions</td>
<td>1</td>
<td>28</td>
<td>35</td>
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<tr>
<td>Senior management responsibilities</td>
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Strategic Management

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<tr>
<th>Course name</th>
<th>CPD points</th>
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| Analysing strategic success  
Having developed a strategy with accounting input, implemented the strategy in an effective and motivational way it is important to assess whether the key elements of your strategy have actually been successful. This module will consider some benchmarks and definitions that should help you fashion an appropriate and cost effective set of measures to measure your success. | 1.5 | 40 | 50 |
| Constructive SWOT analysis  
Hasn’t everything been said about SWOT? Well, actually, no. In this module we will introduce you to the Constructive SWOT which is a much more powerful and effective way to use this model. Using the Constructive SWOT analysis will help you examine, in real depth and with unprecedented rigor, how to build a solid and robust business strategy at corporate, division, SBU or even at team level. To model is in fact generic, so you can use it anywhere you need to think through the pros and cons of a proposed business decision. | 1  | 28 | 35 |
| Implementing strategy  
Empirical evidence suggests that for many organisations strategies often fail to achieve the desired outcomes that an organisation seeks. Much of this can be attributed to the implementation of strategic initiatives. | 1  | 28 | 35 |
| Reducing your impact on climate change  
This course will look at the issues associated with climate change, mitigation, adaptation and how to report on your performance on reducing your impact on climate change. | 1  | 28 | 35 |
| Strategic performance measures  
The current economic climate the reliance on the markets to determine the true worth of an organisation. However, the metric of Market Value Added (MVA) has been challenged. More organisations have argued that the true worth of an organisation is its ability to generate cash for investors. As such it is argued an organisation that wishes to maximise investor wealth should adopt the principles of Shareholder Value Analysis (SVA) and make managers accountable for the decisions that create value and the impact that this has on the value of the company. These are taken one step further when consideration is given to whether traditional management accounting concepts of cost encourage managers to make short term decisions. Economic Value Added (EVA) theory argues that certain costs should be viewed as investments and performance measured appropriately. | 1  | 28 | 35 |
| Strategy in action  
It’s often cited by business commentators that management, is steadily losing the ability to think and act truly strategically. Operational effectiveness (the pursuit of greater and greater economies and cost reductions) is being confused with strategic thought and action. This course takes an overview of what strategy and strategic planning should fundamentally consist of and how key strategic elements drive competitive success and a focused workforce. | 1  | 28 | 35 |
| The accounting input into the strategic plan  
As accountants increasingly break away from the stereotypical view of them as ‘grey people in grey suits’ it is ever more important to ensure that today’s accountant integrates into the business making them an invaluable part of the strategy development process. | 1  | 28 | 35 |

Leadership and Personal Development

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<th>Course name</th>
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| Dealing with change  
Change is inevitable. Disruptive technologies, globalisation, ever-increasing competition and uncertainties in the political and economic contexts all result in change upon change to the organisations in which we work. It is quite natural to fear change and want to cling on to the security of the status quo - change can be difficult and stressful and it can cause us a lot of anxiety. But it doesn’t need to be that way. Change can also bring opportunities of which we can take advantage: progress and growth on individual, organisational and societal levels all come from change. This course looks at positive responses to change so that the individual and the organisation can prosper through change and use it to their advantage. | 1  | 28 | 35 |
| Delegation for success  
Skillful delegation is one of the most important management skills and yet it is notoriously difficult for managers to crack. When done well, the benefits are huge for the manager, the employee delegated to and for the organisation as a whole. It enables staff to learn and grow, frees up the manager’s time to enable them to take on new responsibilities and finds the most efficient and cost-effective use of the organisation’s resources. | 1  | 28 | 35 |
| Feedback that works  
Giving feedback, if done well, is a very powerful tool for developing your individual staff members and improving your team’s performance. However, it is not always easy to do and we have probably all had experiences where it has not gone well. The good news is that it is a skill and, as such, can be learnt. Best practice does exist and it is possible to learn ways of giving even the most difficult of feedback. If you want to learn how to give feedback in such a way that the other person is grateful for it and it really improves their performance, then this is the course for you. | 1  | 28 | 35 |
| Managing difficult members of staff  
Aimed at line managers, this course focuses on the practicalities of dealing with difficult members of staff. The course discusses different types of difficulty a manager may encounter, the motivation of the member of staff concerned and how a team may react to the member of staff. It also covers practical steps needed to deal with both the short and longer term implications. | 1  | 28 | 35 |
| The successful manager  
Starting to manage or lead a team from scratch can be very daunting. This course provides the vital practical tools and techniques for delegates to manage and develop themselves and their teams to ensure that their departmental and organisational goals are achieved. | 1.5 | 40 | 50 |
Business and Finance

Producing and presenting financial information with impact

This course is an informative look at how non-financial managers can present financial information with credibility and flair. For those people who find figures difficult presenting financial information can be daunting. This will also help you make sure that your point is made clearly to enable informed decisions to be made based on the figures presented.

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<tbody>
<tr>
<td>Producing and presenting financial information with impact</td>
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<td>56</td>
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Business and Finance - Personal Development

Commercial skills for finance professionals

This course focuses on the finance functions’ relationship with other departments, exploring how to understand their needs, appreciate how finance is perceived, communicate more effectively, and gain influence through clarifying the link between financial outcomes and value creation.

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<tbody>
<tr>
<td>Commercial skills for finance professionals</td>
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The accountant as strategic influencer and adviser - becoming a business partner

The accountant as strategic influencer and adviser - the role of business partner, we considered the changing role of the finance professional and looked at some of the ways they can bring greater efficiency and productivity through building closer links to the business, developing the role of business partner. This second course looks to highlight some of the interpersonal skills required to be an excellent Business Partner.

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<tr>
<td>The accountant as strategic influencer and adviser - becoming a business partner</td>
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The accountant as strategic influencer and adviser - the role of business partner

As the world changes and finance becomes an ever increasing priority for most organisations, there is a recognised need for the role of the finance professional to change. No longer can the finance professional sit behind a spreadsheet or spend hours simply playing with a chart of accounts. There is now a need, and recognised need for the role of the finance professional to change. As the world changes and finance becomes an ever increasing priority for most organisations, there is a recognised need for the role of the finance professional to change. No longer can the finance professional sit behind a spreadsheet or spend hours simply playing with a chart of accounts. There is now a need, and recognised need for the role of the finance professional to change.

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Leadership and Personal Development

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<tr>
<td>Communication skills - an introduction</td>
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<td>28</td>
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<tr>
<td>Dealing with sensitive issues</td>
<td>1</td>
<td>28</td>
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<tr>
<td>Disability confident</td>
<td>1</td>
<td>28</td>
<td>35</td>
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<tr>
<td>Effective business writing skills</td>
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Disability confident
Would staff in your organisation know the right way to deal with a customer or colleague who has a physical or visual impairment, or has mental health issues? Would they be able to deal with them comfortably and confidently, or would they feel awkward or embarrassed and be afraid of doing or saying the wrong thing?
This learning resource provides the practical steps you need to take in order to serve disabled customers, and to work with disabled colleagues and staff.
Developed in partnership with Business Disability Forum (BDF), this course combines original drama with powerful personal testimony from people with a range of disabilities and insight from the experts to show the practical steps you need to take in order to provide effective service for disabled customers and support disabled colleagues and staff.

Effective business writing skills
A recent survey suggests that around 90% of all newsletters and promotional material go straight into the bin (or the delete box). This is obviously a waste of time and resources, so it makes sense to use language and presentation to grab the reader’s attention and make them want to read your written work.
The same principles apply to writing punchy business reports and proposals. As well as helping you to sell your business, this course will help you to write clear advice letters and memos.

Leadership and Personal Development

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<tr>
<td>Equality Impact Assessment - foundation level</td>
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<tr>
<td>Equality Impact Assessment - advanced level</td>
<td>1</td>
<td>28</td>
<td>35</td>
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<tr>
<td>Equality, diversity and inclusion pack</td>
<td>1</td>
<td>28</td>
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<tr>
<td>Gender matters</td>
<td>1</td>
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<tr>
<td>Get That Job</td>
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<td>28</td>
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<tr>
<td>Handling difficult conversations</td>
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Equality Impact Assessment - foundation level
An equality impact assessment (EIA) will help you analyse your policies and practices to make sure they do not discriminate against or disadvantage people. EIAs provide an effective means of enabling organisations to measure their progress in matching their policies’ actual equality outcomes to their aims. They can also help to ensure that staff and customers are not discriminated against by the way in which an organisation operates, and can help public authorities ensure that their policies and practices work to promote equality and tackle discrimination.
Produced in partnership with Ionann Management Consultants and combining dramatised scenarios with insight from leading equality experts, this course provides an introduction to EIAs and sets out their importance in promoting equality and diversity.

Equality Impact Assessment - Advanced level
Produced in partnership with Ionann Management Consultants and combining dramatised scenarios with insight from leading equality experts, this course provides an introduction to EIAs and sets out their importance in promoting equality and diversity.

Equality, diversity and inclusion pack
This suite of Equality, Diversity and Inclusions courses examines the root causes of discrimination and supports compliance with the provisions of the Equality Act 2010, helping you to reap the full benefits of a diverse and inclusive workplace. Course topics include: Age, Bullying, Disability, Maternity, Gender, Race, Religion.

Gender matters
Gender matters’ examines gender bias in the workplace and sets out the benefits of a gender-inclusive workplace for employees, employers and customers alike.
Developed in partnership with Acas and Melanie Allison of Embankment Associates and featuring contributions from diversity experts at KPMG, and the course sets out the processes and behaviours that are consistent with inclusion and equality and explains the requirements of the Equality Act 2010 with regard to gender equality. Using a combination of expert analysis and high-quality original drama, it teaches the skills necessary to work successfully as part of a gender-inclusive team and provides best-practice guidance for eliminating discrimination.

Get That Job
Redundancy is traumatic for everyone – those who must leave, those who ‘survive’ and the managers who have to hold everything together. The professional response is to ensure that outgoing employees get the best help and support available when searching for new work. Making this training available will help you discharge your moral responsibility to people who have served your organisation with skill and loyalty. It will also send a clear message to them, to those who remain, to the local community and to your business sector, that as an organisation you take corporate social responsibility seriously.
Developed in partnership with leading providers of career management, coaching and outplacement solutions CEPEC, this training resource shows your staff how to manage the next phase of their career by organizing methodical job searches, honing their personal skill set, preparing CVs that will get them noticed and handling interviews with confidence.

Handling difficult conversations
It could be addressing someone’s behaviour or work performance, breaking the news about redundancies, fauling someone down for promotion or trying to get a long-term absentee back to work. Whatever the issue at stake, being able to approach these kinds of difficult conversations constructively is a crucial skill for managers. A positive outcome can mean the difference between an employee becoming more engaged and productive, or getting increasingly disillusioned, going absent or even making a grievance claim.
This course uses powerful original drama and insight from leading workplace mediation experts to look at difficult conversations in a new light and demonstrate how to achieve the outcome you want.
People Skills

Leadership and Personal Development

Course name | CPD points | Price for members ex VAT | Price for non-members ex VAT
--- | --- | --- | ---
Leadership and management skills | 1 | 28 | 35
Managing difficult members of staff | 1 | 28 | 35
Maturity & Paternity | 2 | 52 | 65
Mental health in workplace: General practice | 1 | 28 | 35
Mental health in workplace: Overview | 1 | 28 | 35
Negotiation mastery | 1 | 28 | 35
Presentation skills | 1.5 | 40 | 50
Producing financial information with impact | 1 | 28 | 35
Religion & Belief | 1 | 28 | 35
Sexual Orientation | 1 | 28 | 35

Negotiation mastery
Negotiation is at the heart of many professional and business interactions whether with clients, internal or external, suppliers, colleagues or indeed, any stakeholder. The key to profitable and sustainable business relationships is the ability to achieve win-win solutions that satisfy all parties at the table.

Managing difficult members of staff
Reported in the media and on social media, particularly important one. Developed in partnership with FaithWise, this course provides guidance on how to identify and address the issues of religion or belief, or lack thereof. With the UK enjoying greater religious diversity than any other country in the European Union, the challenge of enabling different beliefs to work together is a particularly important one. Developed in partnership with FaithWise, this course provides guidance on best practice and emphasises the value of a religiously diverse and inclusive workplace.

Mental health in workplace: General practice
Mental health is as important as physical health when it comes to ensuring that you have a healthy, happy and productive workforce. Yet many organisations are failing to value the psychological well-being of their staff and are suffering as a result.

Mental health in workplace: Overview
Mental health problems among staff pose a growing risk to employers. Yet the stigma attached to mental health still persists in many of today’s workplaces and a lot of employers are unaware of the extent of the problem and how to tackle it - meaning that employees are not getting the help and support that they need and organisations are suffering as a result.

Sexual Orientation
With more than one in twenty people in the current UK workforce being lesbian, gay or bisexual (LGB), we’re all likely to come across people with a different sexual orientation to our own. Studies show that people are far happier and more productive at work if they can be themselves - but with many gay, lesbian or bisexual people unwilling to be open about their sexuality for fear of discrimination, or facing bullying and harassment if they are, there is a clear risk to organisations that fail to promote a respectful and supportive working environment.

Negotiation situations often go beyond the simple one-to-one scenarios. What happens if you are negotiating on behalf of someone else? Or your counterparty is? What happens if there are several parties involved, all with competing agendas?

This course uses the latest thinking from Harvard Business School to achieve sustainable negotiated agreements that satisfy all parties at the table, using powerful tools to deal with the most complex of multi-party negotiations.

Religion & Belief
Enabling people of different beliefs to work together in harmony is essential for any organisation that wants to get the best from all of its employees and cater to a diverse client base.

The Equality Act 2010 makes it illegal to discriminate against employees, job seekers or trainees on the grounds of religion or belief, or lack thereof. With the UK enjoying greater religious diversity than any other country in the European Union, the challenge of enabling different beliefs to work together is a particularly important one. Developed in partnership with FaithWise, this course provides guidance on best practice and emphasises the value of a religiously diverse and inclusive workplace.

Presentation skills
Do you feel daunted at the thought of giving a presentation? Are you confused about how to begin to put a presentation together, let alone deliver it? Do you wish that you could create and present an elegant, compelling and influential message easily and seemingly effortlessly? If the answer to one or more of these questions is yes, then this highly practical and results-focused course is for you and will increase your confidence and ability.

Negotiation mastery
Negotiation is at the heart of many professional and business interactions whether with clients, internal or external, suppliers, colleagues or indeed, any stakeholder. The key to profitable and sustainable business relationships is the ability to achieve win-win solutions that satisfy all parties at the table.

In the new economic situation, the need to get the best deal possible is more pressing than ever. More than ever, the culture of negotiation needs to spread and deepen throughout the organisation, leading to a constant reduction in costs and improvement in efficiency.

Negotiation situations often go beyond the simple one-to-one scenarios. What happens if you are negotiating on behalf of someone else? Or your counterparty is? What happens if there are several parties involved, all with competing agendas?

This course uses the latest thinking from Harvard Business School to achieve sustainable negotiated agreements that satisfy all parties at the table, using powerful tools to deal with the most complex of multi-party negotiations.
Leadership and Personal Development

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<td><strong>Speed reading in 10 easy steps</strong></td>
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<td>This course provides you with 10 simple steps/techniques which can be used in isolation or in combination with one another to help you improve the speed at which you read. Before these though, you are given a bit of information about the physiology and process of how we read.</td>
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<tr>
<td><strong>Smart thinking, smarter working</strong></td>
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<td>Accountants and other managers wanting to know how to use both halves of their brain to get more from it, think both logically and strategically, and keep one step ahead of colleagues.</td>
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<td><strong>Stress management - introduction</strong></td>
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<td>This course will help you identify the most common signs and symptoms of stress, and then go through steps and techniques to help manage your stress levels. As an introduction to stress management the course will act as a foundation on which to build on, and it will take time and effort to put these measures in place, but it will help you manage your stress from the outset.</td>
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<tr>
<td><strong>The Diversity Challenge</strong></td>
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<td>Diversity is all about celebrating difference and valuing and respecting everyone in the workforce - regardless of factors such as their ethnic background, religion, sexuality, age or gender. Produced in association with leading occupational psychology practice Pearn Kandola, The diversity challenge combines key learning points with original drama and analysis from diversity experts to encourage your employees to challenge long-held misconceptions and prejudices about race, age, disability and all the other ways in which we differ and appreciate the true benefits of a diverse workforce.</td>
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<tr>
<td><strong>The Impact Of Micro-behaviours</strong></td>
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<td>It might just be that quick glance at your watch, failing to acknowledge a colleague’s suggestion, checking your texts in a meeting or forgetting a name. But the little things we do say a lot about what we’re really thinking - and send powerful messages to those around us. Developed in partnership with leading business psychology consultancy Pearn Kandola LLP, this training solution examines the impact of micro-behaviours in the workplace and looks at the crucial role they can play in building positive working relationships.</td>
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<td><strong>The Inclusive Workplace</strong></td>
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<td>Featuring powerful drama scenarios and documentary video testimonies, The Inclusive Workplace emphasises that, far from being just a matter of legal compliance, equality, diversity and inclusion are all about fostering and valuing an open and transparent culture that encourages high performance in both individuals and entire teams. Designed in close consultation with some of our largest blue chip clients together with leading UK equality and diversity experts. The Inclusive Workplace enables your staff to gain quick insight into the Equality Act 2010 and how to achieve good equality practice. It sets out how to identify and respond to discrimination, bullying and harassment and provides guidance on creating a truly inclusive workplace where equality is a reality.</td>
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<tr>
<td><strong>The Resilient Mindset</strong></td>
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<td>With many organisations facing major change and restructuring, concerns about the impact on organisational performance are entirely natural - but a negative outcome doesn’t have to be inevitable. By building workplace resilience, you can make sure your organisation successfully navigates change and is prepared to face the future with confidence. Investing in the well-being of your employees is essential through all the stages of change, from early uncertainty to coping in the wake of downsizing - and building a resilient workforce provides the strong foundation required to ensure that your business goals are achieved during challenging times and excelled in the future. Developed in partnership with leading business psychology company Robertson Cooper, this course helps your staff to develop the skills they need to face times of hardship and uncertainty with confidence.</td>
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<td><strong>The Write Way</strong></td>
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<td>Poor written communication can be hugely detrimental to your organisation. Messages risk being lost or distorted, misunderstandings can occur, relations with customers and clients can be damaged and your organisation’s credibility can suffer as a result. If your people are able to write professionally, your organisation will project a professional image that builds confidence in your audience and enhances your reputation. While conveying messages and information in a powerful and effective way. Produced in association with Elliotson Training Services and the Plain Language Commission, ‘The Write Way’ demonstrates techniques for creating all types of documents and correspondence in a way that is clear, concise and professional, showing how to avoid common writing pitfalls and produce well-written, effective communications that do your organisation justice.</td>
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<td><strong>Time management for professionals</strong></td>
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<td>We seem to be getting busier and busier with us being asked to do more and more, in less and less time. This practical course will demystify how to work more effectively and efficiently so that we can get more work done in less time. Not only will it improve your productivity but will also help you to achieve a less stressful and more enjoyable way of operating, both within the organisation and outside it.</td>
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<tr>
<td><strong>Types of Problem Behaviour</strong></td>
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<td>We all come across the person who’s persistently negative, or who loses their temper at the slightest setback, or who plays ‘divide and rule’ and undermines their colleagues at every turn. The cost to organisations of certain negative or obstructive behaviours is considerable – and being able to recognise and deal with them effectively is a key skill for employers and managers. Featuring powerful original drama and analysis from leading UK workplace psychologists, this course identifies some of the most damaging behaviours in the workplace and provides a tactical toolkit for addressing them.</td>
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<td><strong>Under Pressure</strong></td>
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<td>Stress is not just a problem for individuals; it’s now a major cause of mental health problems and consequently a huge cost for business and industry. As an employer, you are legally obliged to take steps to protect both the mental and physical wellbeing of your staff - and being able to spot the warning signs of stress and support your employees effectively is a key tool to maintaining a healthy and productive workforce. Derived by Professor Cary Cooper CBE, a world expert on stress management, and developed in partnership with Robertson Cooper Ltd. ‘Under pressure’ is designed to help you and your staff identify the early signs of stress and provides fresh insights into how to handle the inevitable pressures of the workplace.</td>
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<tr>
<td><strong>Understanding Problem Behaviour</strong></td>
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<tr>
<td>Problem behaviour can have a huge impact on your workforce. Negative and obstructive behaviours affect our drive and our sense of wellbeing and can leave us feeling distracted and demotivated. If allowed to continue unchecked in an organisation, they can lead to a drop in productivity, low morale, absenteeism, a rise in grievances and complaints and high staff turnover. Developed in partnership with some of the UK’s leading workplace psychologists, this course examines the impact of problem behaviour in the workplace and explains why tackling it should be a priority for employers and managers.</td>
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Accounting and Auditing

Course name: Accounting and financial analysis - introduction
This course covers the basics of accounting, from outlining the conceptual framework right the way through to the creation of financial statements. We then take a look at how to analyse these financial, detailing specific methodology and then putting into practise what is described using worksheets and resources available to download.

Course name: Internal audit
This course covers the general principles associated with internal audit. We take a look at the modern view of what internal audit is and the scope of its work linking into how internal audit ties into corporate governance and risk management within an entity. We then take a look at risk based auditing and put this into practice using case studies and worksheets.

Business and Finance

Course name: Activity based costing made easy
There is nothing difficult or mystical about Activity Based Costing - on the contrary, it is based on simple, common sense concepts and practical methods. It seeks to drive much greater cost understanding across all of an organisation’s operations, enabling management to take smarter decisions driving real business benefits through to the bottom line. Yet many who tried lost focus, introducing impractical complexity along with time and cost, into implementations - making them largely unworkable and unsustainable. This course gets back to the basics of ABC principles and demonstrates how it can be practically adopted with a minimum of pain and fuss.

Course name: Balanced scorecard
Arguably, the problem in most companies with performance measurement isn’t that we don’t have enough - quite the opposite. It’s that we have too much and that what we have is unfocused lacks a real connection to strategy, lacks coherence down and across the organisation and fails to drive the behaviours and results we seek. The balanced scorecard is a performance management framework that seeks to address these shortcomings.

Course name: Big data
The world of business is being transformed by a data revolution. We now have access to unprecedented volumes of data. Never before in history have companies collected and had access to more data. And never before have we had the ability to analyse it to gain new insights and competitive advantages. What’s more, we are only at the beginning of this revolution. Data volumes are growing at exponential rates – just think of all the internet transactions, searches, social media conversations, YouTube videos, etc. This offers new opportunities and challenges for every business. Would you like to understand this data revolution and the benefits it could bring you and your company? Would like to learn how leading companies – big and small, private and public – are leveraging big data to deliver business benefits?

Course name: Demand chain debtors
Organisations of every type and size generate some form of revenue stream. However few map out the specific processes of how and when it is generated or how efficient it could be. In today’s credit stringent cash strapped economy it is vital for management to appreciate how revenue streams could become severed, restricted or terminated resulting in cash flow issues and liquidity gaps. Dealing with customers in a co-operative manner and delivering exceptional service is key to many organisations future success. This can only be enabled by taking a holistic approach and dealing with all parties, particularly customers, clients, providers and stakeholders in a manner that will generate robust, timely and accurate streams of income. This course will assist you in understanding how to improve the collection of cash as well as financing future income streams.

Course name: Enterprise risk management
Risk management has been talked about for many years but it has a history of inconsistent and misunderstood definitions. This has led to the development of new frameworks to allow all types of organisation to understand and better manage their risk environments.

Course name: Investment appraisal - using sensitivity to assess risk
When thinking about risk and return and how the two interact with each other NPV (net present value) by itself simply focuses on return and a lot of organisations make the mistake of simply using return as a basis on which to make their decisions. Now if you ask any investor how they make their decisions, they will tell you that risk is just as important to consider alongside return. And therefore we need to balance risk and return in making investment decisions and this is where sensitivity analysis assists with those decisions.

Please note before purchasing this course it is assumed that you understand how to perform NPV calculations. If you do not have this knowledge then we would highly recommend you view the course ‘Investment Appraisal Basics’.

Course name: Investment appraisal basics
In this course, we aim to give you an understanding of a variety of investment appraisal techniques. In particular, we are going to focus on discounted cash flow techniques, namely NPV or net present value. At the end of the course, you should have an idea how companies or even individuals decide whether or not to proceed with a capital purchase or investment project.

Course name: Key performance indicators
Good performance management is fundamental to organisational success. Many organisations still focus too much on the financial aspect of performance. Research has shown that non-financial intangible aspects contribute the majority of market value for many organisations. It’s therefore important to develop or assess existing KPIs using such frameworks as Kaplan & Norton’s balanced scorecard.

Business and Finance

Course name: Emerging accounting issues
Economic instability, corporate collapses, fraud, investor uncertainty, transparency and sustainability are driving a number of accounting issues that call into question the value and appropriateness of traditional accounting thinking and structures. This course is designed to help us gain an understanding of these major issues that are changing the way accountants think and deliver.

Course name: Integrated reporting
Corporate reporting has evolved over many decades. Extra content has been added to the annual reports of companies in a piecemeal fashion and often as a response to a crisis. Annual reports now often number hundreds of pages which are probably read by few people. They also focus on financial performance whereas studies show that the balance sheet values are only around one fifth of the market value of large US companies. This has prompted an international move to integrated reporting under a framework developed by the International Integrated Reporting Council (IIRC) - an international coalition of companies, investors, regulators, standard setters and others. Integrated reporting offers a more succinct way of reporting that covers a much wider range of capitals that just the financial as in the past.

Course name: Inventory chain management
Days Inventory Outstanding (DIO) is normally the metric associated with this area but because inventory can be a mixture of physical stock and subjective work in progress the metric has become outdated. This course questions whether any organisation needs stock at all and delivers some of the solutions to holding stock, whilst recognising some pitfalls of such a policy. The financial supply chain in the inventory section is broken into two sections, one for stock and one for work in progress. This course will assist people in understanding how to make the processes more efficient with regard to stock and reduce system orientated issues regarding work in progress.

Technical Skills

Course name: Activity based costing made easy
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Behind share values in today’s world, the short-term focus on cost reduction puts pressure on long-term customer satisfaction. This course looks at the real driving forces and provides an overview of the many different areas to consider when undertaking an operational excellence programme, including procurement, supply chain excellence, functional alignment and how to measure and forecast the benefits of an operational excellence programme.

Operational cost reduction and procurement

Most organizations accept without question the principle that costs should be kept as low as possible provided they don’t put key corporate objectives at risk. In practice, organizations often face strong pressure to increase resources to meet objectives such as better customer service and product quality. Reducing costs is often problematic because it is not clear exactly what is being done, and the value of this work to the organization, in the areas you seek savings. This course examines six ways of overcoming these problems: improving the ability of spending areas to contribute to key corporate objectives and customer needs, while reducing their costs significantly.

Reverse supply chain management

The reverse supply chain has become a vital part of the financial supply chain as it has become a source of profitable income. It has also paved the way for organizations to demonstrate their green credentials as well as to provide evidence of their corporate social responsibilities. The economic argument for delivering products and services that can benefit the community, the country and the company as a whole is founded on the principle that a ‘green agenda’ can generate customer loyalty, enhance streams of income, reduce costs and provide positive brand and public-relations activities. This course will assist you to appreciate the various types of reverse supply chain initiatives.

Shareholder value

Over the past 40 years there has been a progressive and huge divergence between company balance sheet value and value expressed by shareholders represented by share price and market capitalisation. Furthermore, the statistical correlation between accounting based measures of performance over a one to three year time horizon and corporate share value is poor. This course looks at the real driving forces and shortcomings, the real needs for the 21st century and alternate approaches.

Strategic management of trade working capital - demand chain

Demand chain is the new definition of receivables under traditional trade working capital. This course clarifies the new approach, including the results and outcomes to be expected regarding savings in efficiency in cash and ROI.

Strategic management of trade working capital - supply chain

Supply chain is the new definition of payables under traditional trade working capital. The traditional approach to financing trade payables was to use discounting techniques such as bulk discounts, non-payments resulting in cash advances, etc.

Managing external risks and liabilities - accounting for natural capital

A new kind of global debt crisis is brewing - this time, due to decades of over-borrowing from our planet’s ‘natural capital’ asset base. Natural capital, the resources and critical support services nature provides, underpins our entire global economy. However, over 60 percent of this capital is in decline from over-exploitation. The World Economic Forum and McKinsey identify water crises, climate change, extreme weather events, biodiversity loss and ecosystem collapse as urgent global natural capital risk factors for business and investors. As a result, there is a growing business case to account for natural capital in management accounting and financial accounting/reporting to inform assessment of risk and opportunities. This course provides a practical introduction to this emerging topic.

Operational excellence in cost reduction

Most organizations accept without question the principle that costs should be kept as low as possible provided they don’t put key corporate objectives at risk. In practice, organizations often face strong pressure to increase resources to meet objectives such as better customer service and product quality. Reducing costs is often problematic because it is not clear exactly what is being done, and the value of this work to the organization, in the areas you seek savings. This course examines six ways of overcoming these problems: improving the ability of spending areas to contribute to key corporate objectives and customer needs, while reducing their costs significantly.

Supply chain management

Suppliers (trade creditors) are the lifeblood of all organizations whether they are supplying services like cleaning, maintenance or information technology or indeed supply labour and materials to enable products to be produced or contracts like building projects to be completed. The complex relationships between all the parties needs to be mapped as the financial supply chain could have serious cash gaps that could cause contractual delays, customer disenchantment and consequences around performance levels that could cause penalties to be incurred. This course will help you to understand what can be undertaken to reduce non-compliance issues, contractual penalties, supplier failure and deliver appropriate KPI and service level agreements.

Foreign exchange

This course covers two main topics relating to the foreign exchange: spot FX trading and forward FX products. It is suitable for anyone involved in the foreign exchange market. The level is introductory and the course is suitable for newcomers to foreign exchange.

Structured products

Since the advent of the Retail Distribution Review, understanding of structured products has become essential knowledge. This module provides a detailed insight into the two main forms of structured product seen in the UK retail investor market: capital-protected and capital-at-risk structures. The course covers recent developments in the UK market, and examines the mechanics of products enjoying popularity with investors at present.

Betting for beginners

When you’re running a business, it’s easy to focus on day-to-day problems and forget the bigger picture. However, successful businesses invest time to create and manage budgets, prepare and review business plans and regularly monitor finance and performance. Structured planning can make all the difference to the growth of a business. It enables business owners to concentrate resources on improving profits, reducing costs and increasing returns on investment. This course will help you understand the basics of budgeting and will give you an appreciation of the process used and practical aspects of preparation.

New age budgeting

Few would argue that traditional budgetary processes are time consuming, lack transparency and add little value. Yet the majority of organizations still pursue the budgetary processes. This course explores these shortcomings, the real needs for the 21st century and alternate approaches.
### Financial Awareness Courses

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### Financial Reporting

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<td>FRS 105 - Reporting for micro entities</td>
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## Financial Reporting

### Course name CPD points Price for members ex VAT Price for non-members ex VAT

**IAS 1 - presentation**
This course looks at IAS 1 - presentation. This is a basic standard containing important questions about the main financial statements required for reporting under International Financial Reporting Standards.
1 28 35

**IAS 12 - income taxes**
This course is designed to refresh knowledge and bring you up-to-date with the latest developments of IAS 12, which covers the accounting treatment of current tax, under and over provisions and deferred tax. Although IAS 12 has been in issue for a number of years, this is quite often an area of significant difference for those that are new to IFRS reporting.
1 28 35

**IAS 19 - employee benefits**
This course looks at all aspects of employee benefits covered within IAS 19 including post employment benefits such as pensions, looking at both the current IAS 19 and the recent amendments to IAS 19, short term benefits such as holiday accruals, termination benefits where we will look at things like redundancy payments and all of the long term benefits generally paid post employment.
1 28 35

**IAS 38 - intangible assets**
Clarify your understanding of IAS 38 - intangible assets. This course defines what intangible assets are and how to set up the accounting treatment for these intangible assets.
1 28 35

**IAS 7 - statement of cash flows**
This course on IAS 7 - statement of cash flows, deals with the fourth financial statement an entity is required to present. This is the only statement that is not covered in IAS 1. Unlike many national accounting rules IAS 7 requires all entities to present a cash flow statement as an integral part of the financial statements (T). Given that the purpose of IFRS information is to enable users of financial statements to predict cash flows this course will take you through the contents of IAS 7 to help enable you to present cash flow statements.
1 28 35

**IAS 8 - accounting policies, changes in accounting estimates and errors**
The following presentation looks at IAS 8: Accounting Policies, Changes in Accounting. This standard can be seen as an extension of IAS 1 and the presentation will cover topic areas such as the selection of accounting policies, changes in accounting policies, changes in accounting estimates and correction of error.
1 28 35

**IFRS - group accounting**
This course will benefit those who have some experience of international standards, either from their professional exams or in the workplace, and who are in need of a refresher on group accounting. Following the recent issues of the new group accounting standards IFRS 10 Consolidated financial statements, IFRS 11 Joint arrangements and the update to IFRS 3 Business combinations, there have been some significant changes to how we account for entities within the group. This course will bring you up-to-date with the most recent treatments.
1 28 35

**IFRS - share based payments**
This course will cover accounting for share-based payments under International Financial Reporting Standards.
1 28 35

**IFRS 1 - first time adoption of IFRS**
Gain an understanding of IFRS 1, first-time adoption of International Financial Reporting Standards. This unique standard is generally required once in an entity’s life, when it makes the transition from some national accounting system to IFRS.
1 28 35

**IFRS 8 - operating segments**
IFRS 8 is the International Financial Reporting Standard that requires companies to give disclosures about their operating segments. The standard replaces IAS 14, segmental reporting and applies to reporting periods commencing on or after 1 January 2009.
1 28 35

### Financial Reporting

### Course name CPD points Price for members ex VAT Price for non-members ex VAT

**IFRS financial instruments**
This course will cover IAS 39 measures rather than the new IFRS 9 as at present IAS 39 is still being used in full within the EU. It will look at definitions of what is a financial instrument, a financial asset and a financial liability. It will also look at IAS 32, financial instruments presentation, looking at what qualifies as a liability and what should be classified as equity. The course covers the different categories of financial instruments under IAS 39 and what qualifies under assets and liabilities. It will also cover the project to replace IAS 39 and the progress that has been made so far under IFRS 9.
1 28 35

**IFRS insurance contracts exposure draft**
The development of accounting for insurance contracts has been underway for many years. Using a building blocks approach to reporting the exposure draft requires clear identification of the drivers of performance for these entities providing insurance contracts. The course also examines the challenges that will be created from IFRS 9 being effective a number of years before the effective date of the new insurance accounting standard. These challenges will be driven by the approach to measuring the financial assets and the financial liabilities associated with insurance contracts.
1 28 35

**IFRS keeping up to date - exposure drafts**
The IASB and the US FASB have recently affirmed their commitment to developing a common set of high-quality standards and have set a goal of completing their major joint projects and issuing new standards by 2014. Many changes to IFRS are therefore taking place, with new standards being issued and older standards being revised or replaced. This course is designed to bring you up to date with the latest developments and proposals and is therefore suitable for delegates with some existing knowledge of IFRS.
1 28 35

**IFRS vs US GAAP**
The two key players in financial reporting developments are the IASB and the FASB. This course provides a comparison of the two reporting frameworks in terms of general reporting requirements and specific accounting treatments, aiding understanding of current development and of the financial reporting challenges for groups with components reporting under each of the frameworks.
1.5 40 50

**New and revised standards for IFRS**
The IASB have been very proactive in developing reporting requirements in the recent years. Organisations now have more guidance when deciding whether or not to consolidate, more guidance on the reporting of relationships and more ability to reflect the underlying nature of agreements in joint operations. There is also additional guidance in the reporting of fair values. In the very near future there will be new treatments required for financial assets and liabilities, revenues and leases. The impact of these new treatments could be materially significant for many organisations. This course brings you up to speed with these new and revised treatments.
1 28 35

**Revenue recognition**
Revenue recognition is a something that affects us all and in 2018 it is changing. There will be far more explicit consideration of components in a bundled package together with the associated timing and amount of revenue allocated to each component. The new standard may create change for an organisation not just in terms of revenue, but also in terms of legal contracts, IT systems and interaction between the sales function and accounting function. This course provides an overview of the new revenue framework of IFRS 15 and considers the practical aspects of its implementation.
1 28 35

**Tangible fixed assets and leases**
An update on the current treatment of tangible assets and leases under IFRS. It will cover a number of standards that relate to the accounting for tangible assets, including property plant and equipment, leasing, investment property and borrowing costs. It includes details of those standards that apply for accounting periods beginning on or after 1 January 2014. It does not include details of new and revised standards applicable thereafter. The course is suitable for people with some existing knowledge of either IFRS or US GAAP.
1 28 35
Financial Reporting

Course name | CPD points | Price for members ex VAT | Price for non-members ex VAT
---|---|---|---
US GAAP introduction | 1 | 28 | 35
The course introduces the basic structure of an investment bank. It focuses on the basic activities of different functional areas including sales and trading, corporate finance, compliance, etc.

US GAAP refresher | 1 | 28 | 35
US GAAP is a dynamic reporting framework and each year there are many developments in the reporting requirements. These developments are in response to current issues and significant feedback on issues associated with existing reporting requirements. Some of these developments involve significant financial reporting requirements.

General Introductory Courses

Course name | CPD points | Price for members ex VAT | Price for non-members ex VAT
---|---|---|---
An introduction to investment banking | 1 | 28 | 35
This course reviews the basic functions of an investment bank. It focuses on the basic activities of different functional areas including sales and trading, corporate finance, compliance, etc.

An introduction to the City and financial markets | 1.5 | 40 | 50
In this course we describe the key functions of the different financial markets in the City of London and how various products are used in these markets to hedge risk. The goal is to demystify a lot of the jargon of the City and explain how the different parts of the City work together.

Introduction to investment banking - mergers and acquisitions | 1 | 28 | 35
This course reviews the basic functions of an investment bank and mergers and acquisitions or M&A practitioners within an investment banking division (IBD). The merger of Thomson and Reuters is used as a case study to illustrate the main points.

Sell-side research | 1 | 28 | 35
A key function in any investment bank or stockbroker is the Equity Research Department. Highly-ranked equity research analysts, each specialising in a particular sector, are what drives the market views of companies. Accordingly a wide range of people in finance and companies need to understand their work and how they form their opinions. In this course we discover the work of a sell-side equity analyst.

The junior banker | 1.5 | 40 | 50
The purpose of this course is to give a comprehensive overview of the work of a junior banker, or analyst, in an Investment Banking Division (IBD). We will explain the role of the junior banker and where they fit within the bank. We then look at the transactions that they typically work on, and the main products that are generated. We focus on one of the main products - the pitch book - to understand how it is produced, what it is for and what it contains. Finally, we will describe a typical week in the life of a junior banker.

UCITS V & VI | 1 | 28 | 35
Continued and continuous updating and upgrading of the UCITS directive has led to a blizzard of change, leaving much of the industry in a state of flux. What new features have come into play, what might come into play and what now won’t come into play? Where is UCITS going? Will UCITS continue to be a desirable regime when the AIFMD comes into force? How easily can consumers hope to understand what the industry struggles to keep up with? With so many fund managers using UCITS as their main retail offering, the future of this directive is of some consequence.

Investment Management

Course name | CPD points | Price for members ex VAT | Price for non-members ex VAT
---|---|---|---
Alternative investments - commercial property and infrastructure | 1 | 28 | 35
This module reviews the key characteristics of two classes of alternative assets - commercial property and infrastructure. It considers the advantages and disadvantages of investing in commercial property and its past performance. It then compares the attractions of investing directly versus those of using collectives, as well as looking at the vehicles available to smaller investors wishing to access the market. It then turns to infrastructure investing and looks at the different sectors of the market - transport, utilities and social infrastructure. Finally it considers the advantages of infrastructure investment as well as the concerns of investors in infrastructure.

Behavioural finance | 1 | 28 | 35
This course provides an introduction to behavioural finance. Taking traditional financial theory as a starting point, we will examine how behavioural finance impacts on our understanding of key concepts such as efficient markets and asset pricing. Individual behaviour is shaped by cognitive errors and emotional biases, and we will consider how these affect investment decisions, amongst both private and professional investors.

Hedge funds | 1 | 28 | 35
This course reviews the key characteristics of hedge funds including the flexibility of managers in managing investments compared with traditional long-only managers. It looks at the main strategies used by hedge fund managers including directional, event driven and relative value strategies. There is then a review of the vehicles available to individual investors who wish to invest, including UCITS-compliant funds and funds of hedge funds. The module concludes by considering the issues surrounding investing in hedge funds and the advantages and disadvantages of including them in a client portfolio.

Performance measurement for investment managers | 1 | 28 | 35
This course examines the methods used to evaluate investment managers’ performance including the calculation of portfolio returns, risks and risk-adjusted return measures. It looks at sample fund reports and interprets the performance statistics in order to evaluate fund managers’ past performance. The aim is to ensure fund investors and advisers can apply the techniques covered in this course when reading fund reports to better understand and interpret the past performance achieved by the fund manager.

Private equity | 1 | 28 | 35
This course considers private equity investment from the venture capital stage through to the larger buyout market and the role of the different parties involved. It reviews the past performance of private equity and discusses the challenges facing the industry in the current financial environment. It considers the attractions of private equity compared to listed equity investment and considers its value as part of a portfolio of other assets.

Law and Regulation

Course name | CPD points | Price for members ex VAT | Price for non-members ex VAT
---|---|---|---
Market abuse and insider dealing | 1 | 28 | 35
With record fines for benchmark manipulation and criminal prosecutions for insider dealing and market manipulation this course aims to provide an overview of the UK Market Abuse regime. It covers the FCA’s rules on Market Abuse and gives practical examples of the different behaviours covered by the regulations. It also looks at UK criminal Insider Dealing legislation and penalties. The course provides examples of best practice and recent examples of enforcements and upcoming changes to the regulations.
From 1st April UK, significant changes to the way financial services firms are regulated will be adhered rigidly to them. The regulatory split—life after the FSA—has been in place for over 20 years, and the basics, which have been in place for over 20 years, are the focus of regulators’ attention due to widespread failure to comply with the obligations. Firms that have permission to hold client money and custody assets need to ensure that they have a full understanding of the requirements and that they adhere rigidly to them.

Regulatory changes include:

- The CASS—FCA’s Client Assets Sourcebook is being upgraded,
- The regulatory split—life after the FSA—
- The Financial Services regulation is expected to work following the implementation of the regulatory reforms.

### Basel III

Since the planning phase of Basel III, the financial markets have gone through enormous changes, rendering many of the basic tenets of the Accord irrelevant. This module is aimed at providing a detailed insight into the changes in capital adequacy rules and reporting requirements being enacted or currently proposed by regulatory authorities.

### CASS—FCA’s Client Assets Sourcebook

As with so many aspects of regulation, the FSA’s Client Assets Sourcebook is being upgraded to take account of recent experience. Nevertheless, the changes are outweighed by the extent to which the basics, which have been in place for over 20 years, are the focus of regulators’ attention due to widespread failure to comply with the obligations. Firms that have permission to hold client money and custody assets need to ensure that they have a full understanding of the requirements and that they adhere rigidly to them.

### The regulatory split—life after the FSA

From 1st April UK, significant changes to the way financial services firms are regulated will be adhered rigidly to them. These arrangements are a response to the 2007 financial crisis. This module describes how Financial Services regulation is expected to work following the implementation of the regulatory reforms.

### Taxation

#### An introduction to the taxation of doctors and dentists

An introduction for tax practitioners and advisors to the unusual and varied tax affairs of medical practitioners and NHS employees dealing with their day to day tax affairs, how they differ from other clients and identifying the unique issues which the adviser will face.

#### Corporation tax—what an accountant needs to know: capital allowances

This course covers the calculation of capital allowances for corporation tax. It begins by reviewing the important distinction between buildings, plant freed to buildings, and other plant. The module then covers the many recent changes in the rates of annual investment allowance, first-year allowance and writing down allowance. The extended period for short life assets treatment is dealt with, as is the effect of the change to a CO2 emissions basis for capital allowances on cars.

#### Corporation tax—what an accountant needs to know: computation of profits

This course covers the computation of profits for corporation tax purposes. It starts by showing how profits may need to be adjusted to comply with the “wholly and exclusively” rule and the prohibition on the deduction of capital expenditure. It then shows how the tax treatment of investment and property businesses differs from that of a trading business. The way in which companies deal with interest paid or received under the loan relationships rules is looked at, and the module concludes with a summary of the rules on intangible fixed assets.

#### Corporation tax—what an accountant needs to know: loss relief, capital gains and groups

This course begins by covering the various claims a single company can make to obtain relief for trading losses. Where losses are carried forward, the restrictions resulting from a change in ownership are covered. The loss relief available where a company is a member of a group is dealt with next. The module then looks at corporation tax on chargeable gains, covering indexation allowance and roll over relief on the replacement of business assets, together with the substantial shareholding exemption. Finally, the ways in which membership of a group can impact on corporation tax on capital gains is dealt with.

### Technical Skills

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#### Corporation tax—what an accountant needs to know: the basics

This course covers the basics of corporation tax. It begins by showing which types of body are liable to corporation tax and the question of when companies are resident in the UK. After looking at an outline computation, the rules governing the beginning and end of a corporation tax accounting period are considered. Next, the rules of corporation tax are reviewed, showing how the small profits rate operates. The effect of associated companies on entitlement to the small profits rate, where the rates have recently changed, is considered next. Finally, the module shows how filing of tax returns and payment of tax is governed by the rules of self-assessment.

#### International VAT

This course deals with international aspects of VAT. It begins by showing how UK VAT law and the VAT laws of other EU countries are governed by EU law. The course then shows how VAT applies to movement of goods both within and outside the EU. When and how the reverse charge operates to account for VAT on cross border transactions is dealt with next. Having covered movements of goods, the course goes on to cover cross border supplies of services and show how the VAT rules apply to these. In particular, the major changes to the rules on cross border supplies of services which were introduced from 1 January 2010 and 1 January 2011 are covered. Finally, the question of when out of state VAT may be incurred and how it can be recovered is dealt with.

#### Corporation tax—what an accountant needs to know: loss relief, capital gains and groups

This course begins by covering the various claims a single company can make to obtain relief for trading losses. Where losses are carried forward, the restrictions resulting from a change in ownership are covered. The loss relief available where a company is a member of a group is dealt with next. The module then looks at corporation tax on chargeable gains, covering indexation allowance and roll over relief on the replacement of business assets, together with the substantial shareholding exemption. Finally, the ways in which membership of a group can impact on corporation tax on capital gains is dealt with.

#### VAT—deduction of input tax

This course covers the deduction of input tax by businesses. It begins by dealing with the basic requirements for a business to obtain a deduction of input tax. It then looks at the key question of whether the business seeking to deduct input tax shown on an invoice did receive the supply, and considers a number of important recent cases on this point. The special rules which apply to deduction of input tax on cars and fuel used for business purposes are covered next, leading on to a review of the impact of VAT on employee expense claims. Finally, the issues which arise when input tax deductions are claimed by businesses which make exempt as well as taxable supplies are dealt with.

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<td>International VAT</td>
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#### Online business tax update course for 2017

BPP’s Online business tax update course for 2017 is a newly designed online tax training product ideal for accountants and finance professionals needing a high level overview of any important changes and updates that apply to the world of business and corporate tax.

#### Online personal tax update course for 2017

BPP’s Online personal tax update course for 2017 is a newly designed online tax training product ideal for accountants and finance professionals needing a high level overview of any important changes and updates that apply to the world of personal and corporate tax.

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#### Transfer pricing—an introduction

Transfer pricing is the setting of the price of goods and services sold between related parties under common control. It is one of the key areas in international tax and has been the subject of significant media, government and tax authority attention as part of the OECD ‘beefing up’ international tax principles—the ‘Base Erosion and Profit Shifting’ (‘BEPS’) programme. As businesses become global, and value chains more international and sophisticated, transfer pricing will be a priority item on the agenda for any international business.

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Operational risk management techniques and how they are being used in organisations. This leads on to the question of what registration can be avoided by business splitting, and some recent cases on this are considered. Next, the advantages of the flat rate scheme for small business are dealt with, moving on to an overview of the cash accounting and annual accounting schemes. The retail schemes are then dealt with, concentrating on those which are applicable to small business. Finally, the procedure for correcting errors is covered, together with the impact of the penalty regime.

**Course name:** VAT and small business

This course deals with the aspects of VAT which are particularly relevant to small and medium sized businesses. It begins by looking at registration in the context of small business. This leads on to the question of what registration can be avoided by business splitting, and some recent cases on this are considered. Next, the advantages of the flat rate scheme for small business are dealt with, moving on to an overview of the cash accounting and annual accounting schemes. The retail schemes are then dealt with, concentrating on those which are applicable to small business. Finally, the procedure for correcting errors is covered, together with the impact of the penalty regime.

**VAT basics**

This course covers the basics of value added tax. It begins by showing how VAT applies to a single transaction and then looks at VAT for a period of trading. The importance of the time of supply (tax point) is covered. The course covers the structure of the VAT return in detail and shows which invoices and records must be maintained in connection with the return. The procedure for registration for VAT is covered. Next, the effect of VAT on individual supplies of goods and services is dealt with, and in particular the difference between a single supply and a multiple supply. The course concludes with a review of which supplies are standard rated, reduced rated, zero rated and exempt, and explains the impact of this on a business and its customers.

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There is a growing need for financial professionals to have an understanding of enterprise risk management. Expand your learning with knowledge on how to identify and manage risks while staying up-to-date with IFRS standards.

The role of the accountant is changing; professionals accountants should be prepared with the essential skills for the future. Expand your knowledge with this engaging pack designed to cover the fundamentals for a successful professional.

The workforce rules and culture is ever evolving and managing professionals can be challenging. Whether you are senior or new to management, continued professional development is an important part of becoming a successful manager.

The main purpose of this pack is to understand the basics and the foundations of running a business the right way with the relevant knowledge.

For the finance professional of today, times, and perceptions, have changed. Increasingly businesses are looking to finance to be more of a partner in their success and less of an overhead. This change of perception has led to increasing opportunities for finance professionals within the business, away from the day-to-day processing of journals or budgets. With this change of direction though has come a challenge as to whether we have the appropriate business and relationship skills and behaviours to meet the new role?

A Global Prospective

This pack will provide an insight into the basics of the accounting world, which includes topics like budgeting for beginners, profit vs cash - understanding the differences and VAT and small business.

Business Law

Understanding restrictions, potential risks and legal terminology is vital to decision making, be confident making decisions and be able to spot the issues.

This pack provides an insight into the basics of the legal world. This can help at any career level with its invaluable information.

A managers guide to Employment Law

The courses included in this special offer have been specifically chosen to represent key areas of financial management, tax and soft skills.

Enhance your profile by applying practical and strategic business principles.

Make better decisions using useful information

Do you find it tricky understanding the financial implications of decisions you are making? This 3 course pack will explain how decisions impact on the financials of a business so you can feel more confident you understand the financial impact of any decisions you are making.

Understanding the fundamentals of business finance

Do the words 'financial statements' strike fear in you? Understand the basics of what makes up a set of accounts with this 3 course pack which will introduce the concept of financial statements and how businesses account for transactions.

Introduction to business cases

Do you get asked to produce a business case and feel like you don't know where to start? Then this is the pack for you. This 4 course pack includes the theory of a business case, how to evaluate one and also give you practical hints and tips on how to present your business case in the most effective way.
Find out how BPP’s in-house services can help drive your business forward

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