POST QUALIFICATION TRAINING FOR ACCOUNTANTS

NQ (Newly Qualified) Modular Programme

Connect with us on LinkedIn:
Reed Business School

Find us on Facebook:
facebook.com/reedbusinessschool

Connect with us on Twitter:
@ReedBusinessSch

Follow us on Instagram:
@ReedBusinessSchool

Find us on YouTube:
Reed Business School

Profits are covenanted up to a registered charity. Reed Business School is a trading subsidiary of Reed Educational Trust Limited which is a registered charity. Registered Number 328347. Published October 2014.
Continual Professional Development

NQ (Newly Qualified) Modular Programme

Reed Business School has been preparing students for Accountancy professional examinations for over 40 years. Our students consistently achieve fantastic first time exam results and thousands have gone onto attain full qualifications.

Continuing to learn after qualification is just as important, to ensure that you stay up to date with changing economic and social circumstances and to be able to progress in your career. Each of the accountancy professions require their members to undertake and record continuing professional development (CPD) to prove their ongoing commitment to advancing their knowledge.

Many clients have therefore asked us to deliver a structured CPD programme geared towards the Accountancy profession, and we have responded accordingly with our Supervisory Role CPD programme.

Who is the Supervisory Role CPD programme for?

This programme is aimed at newly qualified Accountancy professionals, to equip them with the skills they need to progress from supervisory to directorship positions.

After qualification your career path usually sees you supervising a small team before moving into a management role with wider responsibilities, and you need to be prepared for all the challenges that brings.

The Supervisory Role CPD programme is broken down into 10 x 1 day Modules as follows:

- Module 1: Communication
- Module 2: Engage, lead and keep focused on my own role
- Module 3: Managing Performance
- Module 4: Coaching and Delegating
- Module 5: Managing Meetings
- Module 6: Managing Change
- Module 7: Building High Performance Teams
- Module 8: Motivating
- Module 9: Presentation Skills
- Module 10: Final reinforcement/Plan for Future

Note: The programme is typically scheduled to be completed in one year. Each module lasts one day and modules are usually scheduled in blocks of two. There is no requirement to attend both, and although we recommend studying them in sequence, modules can be taken in any order except module 10 which must be taken last.

Modules 1 to 4

The first four modules focus on understanding business communication and the impact your personal style has on the people around you. We examine the four behavioural styles and you’ll learn how to create maximum impact with your personal communication. We also analyse management styles, so you can develop an understanding of the strengths and weaknesses associated with each.

Later on we focus on leadership and the techniques and skills needed to lead, engage and inspire your team. It includes the principles of giving great feedback, coaching and setting direction for all team members and focusing on their personal development.
Techniques are practiced in an open and flexible training environment, ensuring that skills are learnt through doing as well as talking. All discussion is focused on practical application of skills in the workplace to make it as valuable as possible.

**Learning Outcomes**

- Describe the four social/behavioural styles whilst learning what your personal style is. Develop techniques to maximise the impact of your personal style and learning to adapt this style to deal with others.

- Define the difference between leadership and management, understanding the importance of leading by example in their role.

- Describe the techniques associated with maximising team performance, with reference to the requirements of your own role.

- Evaluate key activities, results and behaviours that drive effective performance within your team. Implement this understanding into setting effective targets for team members.

- Develop these techniques through practice and feedback, ensuring they can be used immediately when back in the workplace.
Content of Modules

Module 1: Communication
- Communication traits – what positive communication looks like
- Understanding my own communication style
- Defining the other styles within my team
- Describing what this means and how to flex my own style
- The impact of positive communication as a leader
- Leadership style – my personal style and what this means for me and my team

Module 2: Engage, lead and keep focused on my own role
- My role in relation to: my manager, my peers, my team
- Influencing others
- Engagement
  - aligning goals and values
  - motivating individuals and small teams
- Developing others and improving performance
- Increasing self-awareness
- Managing management time

Module 3: Managing performance
- The leadership role and managing performance
- The people management cycle
- Agreeing expectations
- What needs to be achieved, minimum standards;
  - behaviours
  - activities
  - results
- The “Above the Line” mentality – agreeing targets
- Setting goals, objectives and business planning, 1:2:1 Meetings
- Communication and motivation - feedback to influence performance
- Measuring and monitoring the right things
- Managing under-performance
- Where am I now with my team?
Module 4: Coaching and Delegating

- The benefits of nurturing talent
- Identifying skills gaps
- Selecting the right way to develop someone
- The benefits of coaching
- Coaching techniques and skills
- GROW - A model to develop others and set clear goals
- Delegation
- Giving effective feedback to enhance performance and confidence

Details of content and dates for Modules 5 - 10 will be published later in the year.
The dates and prices for Module 1-4 Workshops are as follows:

<table>
<thead>
<tr>
<th>Module</th>
<th>Date</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1 : Communication</td>
<td>11th July 2016</td>
<td>£300 + VAT</td>
</tr>
<tr>
<td>Module 2 : Engage, lead and keep focused on my own role</td>
<td>12th July 2016</td>
<td>£300 + VAT</td>
</tr>
<tr>
<td>Module 3 : Managing performance</td>
<td>23rd August 2016</td>
<td>£300 + VAT</td>
</tr>
<tr>
<td>Module 4 : Coaching and Delegating</td>
<td>24th August 2016</td>
<td>£300 + VAT</td>
</tr>
</tbody>
</table>

Timings:
Start time: 09:00am  
Finish time: 5.00pm
Location: Reed Business School
Included: Course notes  
Self service breakfast, lunch, refreshment and free parking

Accommodation:
We also have optional residential facilities which include accommodation and an evening meal (in between consecutive workshop days). These are priced at:

<table>
<thead>
<tr>
<th>Type</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>£55+VAT/night (shared bathroom facilities)</td>
</tr>
<tr>
<td>Premium</td>
<td>£70+VAT/night (en-suite)</td>
</tr>
</tbody>
</table>

(Please note our en-suite facilities are limited and are allocated on a first come, first served basis)
# Enrolment

## CPD - Modules 1-4

## Surname

## First name

- Male
- Female

## Date of birth

## Home address

## Postcode

## Tel

## Mobile

## Email

## Emergency contact details

## Qualification

ICAEW/ACCA/CIMA/Other

(please provide details of other)

## Employer's name and address

## Postcode

## Tel

## Fax

## Email

## Training manager (if applicable)

Please ask employer to sign if paying your course fees:

## Employer's signature

## Please print

## Employer's title

## Employer's email

## I have read and accept the terms of business

## Delegate signature

## Date

## Have you studied at Reed Business School before?

- Yes

## How did you hear of Reed Business School?

(eg previous student, recommendation, website, direct mailing)

## Do you have any dietary requirements?

- Vegetarian
- No fish
- Dairy free
- Wheat free
- Nut allergy
- Vegan
- Other

Please give details of “other”

## Methods of payment

- Please invoice my employer (if signed above)

- I enclose a cheque for £

  made payable to: Reed Business School

- Credit/debit card – please charge my credit/debit card in respect of the courses listed below and any fees outstanding in respect of the CPD courses booked

## Name on card

## Cardholders signature

## Card No.

## Valid from

## Expiry date

## Issue No. (if applicable)

## Security No.

## Statement address:


## Please tick requirements:

<table>
<thead>
<tr>
<th>Module</th>
<th>Dates</th>
<th>Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1 Communication</td>
<td>11 July 2016</td>
<td>£300</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-£30</td>
</tr>
<tr>
<td>Module 2 Engage, lead and</td>
<td>12 July 2016</td>
<td>£300</td>
</tr>
<tr>
<td>focused</td>
<td></td>
<td>-£30</td>
</tr>
<tr>
<td>Module 3 Managing performance</td>
<td>23 Aug 2016</td>
<td>£300</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-£30</td>
</tr>
<tr>
<td>Module 4 Coaching and</td>
<td>24 Aug 2016</td>
<td>£300</td>
</tr>
<tr>
<td>delegating</td>
<td></td>
<td>-£30</td>
</tr>
</tbody>
</table>

## Accommodation (2)

<table>
<thead>
<tr>
<th>Date</th>
<th>Single</th>
<th>Premium</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 July</td>
<td>£55</td>
<td>£70</td>
</tr>
<tr>
<td>11 July</td>
<td>£55</td>
<td>£70</td>
</tr>
<tr>
<td>22 Aug</td>
<td>£55</td>
<td>£70</td>
</tr>
<tr>
<td>23 Aug</td>
<td>£55</td>
<td>£70</td>
</tr>
</tbody>
</table>

## Subtotal

| £      |

## VAT @ standard rate

| £      |

## Total

| £      |

## Note:

1. Please deduct 10% discount per module when booking on more than 1 module at the same time.
2. Accommodation includes an evening meal in between consecutive training days

Please note premium (en-suite) accommodation is limited and allocated on a first come, first served basis.
REED BUSINESS SCHOOL
Terms & Conditions

These terms and conditions (the “Terms”) shall apply to your purchase of any Course from us. Please ensure that you read and accept these Terms prior to submitting an Order.

1. Definitions
   a) “Course” means the training course offered by us and purchased by you;
   b) “Delegate” means the person who will be attending the Course;
   c) “Fee” means the price payable for the Course and/or the Materials;
   d) “Materials” means the documents which accompany or supplement a Course;
   e) “Order” means your request to purchase a Course;
   f) “Trade Marks” means all names, marks, symbols and logos from time to time owned by, registered by or licensed to us, including without limitation “Reed Business School”;
   g) “we/us/our” refers to Reed Business School Limited, having its registered office at The Manor, Little Compton, Moreton-in-Marsh, Gloucestershire GL56 0RZ;
   h) “Website” means http://www.reedbusinessschool.co.uk, or any other website we may designate from time to time;
   i) “you/your” refers to the Delegate and/or the person or organisation which has purchased the Course on behalf of the Delegate, as the case may be.

2. The Contract
   2.1 By making an Order, you agree that you have read, understood and accepted these Terms.
   2.2 When you submit an Order to us, this does not mean that we have accepted or will accept your Order. Our acceptance of your Order will only take place when we issue you with a written acceptance of the Order by confirming a place for you at the relevant Course, at which point a legally binding contract will come into existence between you and us. If, for any reason, we are unable to accept your Order, we will inform you of this and we will not process the Order.

3. Payment Terms
   3.1 Orders must be accompanied by full payment of the Fee or your employer’s authorisation to be invoiced for the Fee.
   3.2 Where an instalment plan payment has been requested, each payment must be paid no later than 15 working days before the start of each course or within the due date specified on our invoice, whichever is sooner. A schedule of the instalment payment plan with payment terms will be provided with the initial invoice. Valid Debit/Credit card details must be provided in order to pay by instalments.
   3.3 Where your employer has agreed to pay the Fee, full payment is due no later than 15 working days before the Course start date or within the due date specified on our invoice, whichever is sooner. Orders made within 15 working days of the Course start date shall require immediate payment.
   3.4 If we do not receive the Fee in accordance with these Terms, we reserve the right to refuse you access to the Course.
   3.5 In the event of late payment of the Fee, we reserve the right to charge interest on all outstanding sums at the rate of 5% above the Bank of England’s base rate per annum accruing daily from the last date that payment was due until the date that payment is made.
   3.6 You acknowledge and agree that you will not be entitled to make any claim or bring legal proceedings in respect of any refund, credit note, overpayment or other repayment, however arising, 4 years after the date on which the relevant payment was made.
   3.7 VAT shall be payable on all Fees at the prevailing rate.

4. Courses and Ancillary Services
   4.1 Subject to clauses 2.2 and 7.1, we shall provide the Course purchased by you at the agreed time and location. It is your responsibility to satisfy yourself of the Course’s suitability for your needs.
   4.2 You may purchase additional Materials relevant to your Course by submitting an Order. A contract will only be made upon our confirmation that we will deliver the Materials. Payment in full of the Fee for the Materials must be made before we will deliver.
   4.3 We reserve the right to sub-contract the delivery of the Course and/or the performance of any ancillary services without prior notice. Sub-contracting will not relieve us of our obligations under the Terms.
   4.4 We reserve the right to amend, substitute, modify and/or improve the content, format or delivery of any Course (in whole or in part) from time to time. Reasons for this may include (without limitation) changes to qualifications made by appropriate certifying bodies, and ongoing improvements or efficiencies which may be required by us. Such changes may be made without your prior consent.
   4.5 We reserve the right to suspend any web-related services (including but not limited to the Website) without prior notice.
   4.6 We do not guarantee that the Website is free of defects, viruses or other malware. It is your responsibility to use up to date anti-virus software and/or other appropriate measures to protect your security online.
   4.7 You are responsible for the safe keeping of any user IDs and passwords (“Login Details”). You shall be liable for all Orders made using your Login Details. You should notify us immediately if your Login Details have been compromised.

5. Registration and Reporting
   5.1 Written reports on the Delegate’s progress may be sent to the Delegate’s employer at the employer’s request.

6. Your Right to Cancel, Defer, or Transfer
   6.1 If you are a consumer, you have a statutory right to cancel any contract entered into under these Terms in accordance with the statutory Cancellation Policy, however, Materials may not be cancelled and returned if they are audio or video recordings or software and the seal in the wrapping has been broken.
6.2 In addition to any statutory right to cancel, you may cancel an Order subject to a cancellation fee of either:
(a) £100 + VAT if cancelled more than 15 working days before the Course start date, or
(b) 100% of the Fee + VAT if cancelled 15 working days or less before the Course start date.

6.3 Any request to defer your Course or transfer to another Course will be subject to our approval in our absolute and sole discretion. If such request is made 15 working days or less before the Course start date, you may incur an additional fee.

6.4 Should you wish to defer or transfer:
(a) if the deferred or new Course is of equal or lesser value, no refund will be given;
(b) if the deferred or new Course is of greater value, you will need to pay the balance.

6.5 Notice of Course cancellation, deferral or transfer should be sent in accordance with clause 10.2.

7. Termination or Cancellation by Us

7.1 We reserve the right to cancel, reschedule or change the location of your Course at any time. In those circumstances, you will be offered a refund of any amount you have already paid towards the Fee. We will not be liable for any expenses incurred by you unless the Course has been cancelled within 7 working days of the Course start date, when we will refund to you a maximum of £100 + VAT upon your production of original expense receipts.

7.2 We may terminate this contract with immediate effect and without liability to refund you if:
(a) You are in breach of these Terms and such breach is incapable of remedy or you have failed to remedy such breach within 7 days of notification; or
(b) In our reasonable opinion, you are abusing the Course, Materials and/or the Website or acting in any way which interferes with our intellectual property rights or damages our reputation.

7.3 In the event of termination or cancellation (other than under clause 6.1), you shall upon demand return all Materials which have not been paid for within 7 days.

8. Liability

8.1 We will not be liable to you for any claims, liabilities, losses, damages, costs, expenses, fines and/or penalties unless they are caused directly by our negligence and/or breach of these Terms.

8.2 Subject to clause 8.4 below, we shall not be liable to you for any (a) loss of profit, revenue, opportunity, goodwill, interest or savings, whether direct or indirect, howeversoever arising, (b) for any consequential, economic, indirect or special loss howeversoever arising.

8.3 Subject to clause 8.4 below, under no circumstances shall our liability to you (whether in contract, tort (including negligence), breach of statutory duty or otherwise) exceed the Fee.

8.4 Neither party shall exclude or limit their liability to the other for (a) death or personal injury caused by negligence, (b) fraud or fraudulent misrepresentation, or (c) any other liability which by law cannot be excluded or limited.

8.5 Neither party shall be liable for any failure or delay in performing their obligations under these Terms if such failure or delay was caused by any event outside that party’s reasonable control.

9. Information Management

9.1 We will use any personal data (as defined by the Data Protection Act 1998) collected during the course of your dealings with Us in accordance with UK data protection legislation and our Privacy Statement (as set out on our Website).

10. Contact Us

10.1 If you have any queries about your Course/Order or wish to make a complaint, please contact us by email at rbs.reed@reedbusinessschool.co.uk or by post to The Manor, Little Compton, Moreton-in-Marsh, Gloucestershire GL56 0RZ.

10.2 Notices and other communications from you must be in writing and may be delivered by hand or sent by first class post or by email to the appropriate address in clause 10.1 above. Any notice or document shall be deemed served (a) if delivered by hand, at the time of delivery; (b) if posted, 2 working days after posting; or (c) if sent by email, at the time of acknowledgment by us.

10.3 All complaints must be notified to us within 10 working days of the end of the Course.

11. Acceptable Use

11.1 You agree to abide by all applicable laws, regulations, and codes of conduct and will ensure that your use of the Materials does not infringe upon the rights of others.

11.2 All content made available to you (including without limitation our Website) belongs to us or our licensors (and may be subject to separate terms). Any access to, retrieval and/or display of such content is solely for your personal and non-commercial use. We or our licensors own the copyright and all other intellectual property rights associated with such content, save where otherwise stated.

11.3 You acknowledge that we own the Trade Marks and that you may not use any of them without our prior written permission. You understand that other products, company names and logos mentioned or displayed in the Materials, Website or our other content may be the trade marks, service marks or trading names of third parties.

12. Code of Conduct

12.1 You shall comply with all reasonable instructions or directions given by us in respect of the Courses, Materials, and our premises and property.

12.2 You shall not do anything which adversely affects our rights and interests, including but not limited to:
(a) copying, reproducing, modifying, redistributing or in any way commercially exploiting the Courses, Materials, Website or other content (other than as allowed under these Terms);
(b) damaging, interfering with or disrupting access to our Website or electronic services or doing anything which may interrupt or impair their functionality;
(c) making available, uploading, or distributing by any means any material or files that contain any viruses, bugs, corrupt data or any other harmful software;
d) falsifying the true ownership of the Courses, Materials, Website and other content;
e) obtaining or attempting to obtain unauthorised access, through whatever means, to the Courses, Website, our services, computer systems, or network, or those belonging to any of our partner organisations;

Tel 01608 674224 Fax 01608 674518 Email rbs.reed@reedbusinessschool.co.uk Web www.reedbusinessschool.co.uk
Thank you for all the support I have received from Reed. You have something special.

Mark
f) setting up links from any website controlled by you to our Website or our services or other content, without our express written permission.

13. Special Offers

13.1 From time to time, we may offer certain special offers and/or discounts on our Website. All offers and discounts are made at our discretion and can be withdrawn by us at any time, for any reason and without prior notice.

13.2 Offers and discounts only apply in the stated period to the stated products.

13.3 Offers and discounts cannot be applied retrospectively to Courses/Materials already ordered. You cannot cancel or defer a Course or transfer to another Course in order to take advantage of a special offer or discount.

13.4 Offers and discounts cannot be used in conjunction with any other offer or discount unless specifically stated otherwise.

14. Other Important Terms

14.1 These Terms shall be subject to the laws of England and Wales and the parties submit to the exclusive jurisdiction of the courts of England and Wales.

14.2 Each provision of these Terms is severable and distinct from the others. If a provision of these Terms is held to be or becomes illegal, invalid or unenforceable in any respect by a court or relevant authority of competent jurisdiction, it shall to that extent be deemed not to form part of these Terms but this shall not affect the legality, validity or enforceability of the remainder of these Terms which shall continue in full force and effect.

14.3 If either party does not exercise any right or remedy under these Terms, this will not be taken to mean that such right or remedy has been waived.

14.4 A person who is not a party to this contract shall have no right under the Contracts (Rights of Third Parties) Act 1999 to enforce any of the Terms. For the avoidance of doubt, where a person or organisation has purchased the Course on behalf of a Delegate, such person/organisation shall be a party to this contract and shall be responsible for ensuring compliance by the Delegate(s) with these Terms.

14.5 You may not transfer your rights or obligations under these Terms to anyone else unless we have given written permission.

14.6 The Courses and Materials provided by us do not constitute and cannot be relied upon for legal advice. You should consult a solicitor for legal advice. Neither we nor our employees, trainers or consultants accept responsibility for your actions or losses, or those of third parties with access to the Courses and/or Materials, as a result of reliance on the Courses and/or Materials as legal advice.

Cancellation Policy

Right to Cancel

You have the right to cancel a contract entered into under the Terms (“Contract”) within 14 days without giving any reason.

The cancellation period will expire after 14 days from the day (i) of our acceptance of your Order, for purchased Courses; or (ii) on which you, or a third party indicated by you (other than the carrier), acquire physical possession of the Materials, for purchased Materials.

To exercise the right to cancel, you must inform us of your decision to cancel by a clear statement (e.g. a letter sent by post to the address on the attached model cancellation form, or an e-mail sent to rbs.reed@reedbusinessschool.co.uk). You may use the attached model cancellation form, but it is not obligatory.

To meet the cancellation deadline, it is sufficient for you to send your communication concerning your exercise of the right to cancel before the cancellation period has expired.

Effects of cancellation

If you cancel a Contract, we will reimburse to you all payments received from you, including the costs of delivery (except for supplementary costs arising if you chose a type of delivery other than the least expensive type of standard delivery offered by us).

We may make a deduction from the reimbursement for loss in value of any goods supplied, if the loss is the result of unnecessary handling by you.

We will make the reimbursement without undue delay, and not later than:

(a) 14 days after the day we receive back from you any goods supplied, or
(b) (if earlier) 14 days after the day you provide evidence that you have returned the goods, or
(c) if there were no goods supplied, 14 days after the day on which we are informed about your decision to cancel the Contract.

We will make the reimbursement using the same means of payment as you used for the initial transaction, unless you have expressly agreed otherwise; in any event, you will not incur any fees as a result of the reimbursement. We may withhold reimbursement until we have received the goods back or you have supplied evidence of having sent back the goods, whichever is the earliest.

You shall send back the goods to Reed Business School, The Manor, Little Compton, Moreton-in-Marsh, Gloucestershire GL56 0RZ without undue delay and in any event, not later than 14 days from the day on which you communicate your cancellation of the Contract to us. The deadline is met if you send back the goods before the period of 14 days has expired.

You will have to bear the direct cost of returning the goods. You are only liable for any diminished value of the goods resulting from the handling other than what is necessary to establish the nature, characteristics and functioning of the goods.

If you requested to begin performance of services during the cancellation period, you shall pay us an amount which is in proportion to what has been performed until you have communicated to us your cancellation of the Contract, in comparison with the full coverage of the Contract.
Reed Business School is situated in Little Compton, a picturesque & quiet village in the heart of the Cotswolds.

By rail
There is a main line station at Moreton-in-Marsh offering frequent intercity services to Oxford, Reading, London Paddington and Worcester/Hereford. The Business School is a 4 mile taxi journey away from the station.

By road
The distances by road are... Oxford 25 miles A44 Birmingham 45 miles M40 (J15), A429, A44 London 80 miles M40 (J8), A40, A44 Swindon 35 miles A361, A44.