




Internal control and accounting systems (ISYS) study support webinar transcript



3 July 2014
One speaker - 57 minutes

Good evening. Welcome to this lovely warm Thursday evening. I do have my windows open so bear with me if there's any outside noise. My name is Deborah Wyatt and I work for the Home Learning College, and I'm delivering this webinar on behalf of the AAT. Tonight we'll be talking about internal control and accounting systems. Primarily we're looking at ISYS, we're looking at fraud, ethics and sustainability but of course, fraud is prevalent in the ICAS document too so that would be relevant to you too. This webinar tonight will not be covering the content of your report. That you will have to deal with your own service providers. Hopefully everybody can hear me now.

Okay, so these are the three key areas we're going to be looking at this evening. We're going to be looking at four areas of fraud, five areas of ethics and three areas of sustainability. And the webinar should give you sufficient background information on these three areas to enable you to incorporate them into your projects. So the first one we're going to look at is fraud and the SFO government definition here is fraud is an act of deception intended for personal gain or to cause a loss to another party. So we're going to be looking at false accounting, bribery and corruption, deception and theft. So in business, fraud pretty much means a loss to the organisation that's involved. Sometimes the organisation themselves carry out the fraud for their own gain.

So the first one we're going to look at then is false accounting. False accounting fraud involves an employee or an organisation altering, destroying or defacing an account or presenting accounts from an individual or an organisation so they don't reflect their true value or the financial activities of that company. So can any of you give me any examples of false accounting that you're aware of in your organisation? Anybody come across false accounting? [Pause]. Maybe you've read about it in the press. Indeed, or in other organisations, not just your own organisation? [Pause]. Yes, that right, Kerry, pay being given out when hours not worked. [Pause]. Well, there are a few of you typing at the moment. Could you give us some more examples of false accounting? [Pause]. Splitting invoice to avoid VAT and profit. [Pause]. Dubious accounts being created. We're going to cover that in a little while. That's one that happens quite a lot in false accounting. Petty cash taken with no receipt; that's good, Kerry. Shelly, yes, accepting cash for sales and concealing that. Some good points there.

So let's see a couple of the points that I've come up with. To obtain additional financing from a bank, maybe to get preferential rates. To report unrealistic profits. To inflate the share price; this may defer takeovers coming through. So hide any losses that you have incurred in your organisation; this may ease the sale of a company if the person trying to buy your organisation doesn't realise you're doing not as well as you're reporting. To attract customers by appearing to be more successful than you are. This is a good one for individual gain. [Pause]. To achieve a performance related bonus by making the company look like they're doing better or you individually have made more sales. Or to cover up theft, or it could be covering weak management. Now, one quite well known fraud case is World Comm 2002 where the CEO inflated the costs by £11b. It was found by internal auditors. He was sentenced to a jail term of 25 years and on the back of that (this was a US company) the government put in place an act called the Sarbanes-Oxley which some of you may have heard about. It really resulted in tougher legislation and accountability. As I say, it's a US firm but it has had knock-on effects in the UK. I've had to create procedures for auditors, for organisations on the back of Sarbanes-Oxley because they want more accountability.

So the next area we're going to look at is bribery and corruption. So bribery is the provision of financial or other advantage to encourage that person to perform their functions or activities improperly or to reward that person for already having done so. So again, can anybody come up with any ideas or good examples of bribery? Again, not just in your organisation; something you've read in the press. [Pause]. Yes, that's true, Kerry. If the accountant can massage the figure, they may get a bigger payout from the organisation. That's true. So not too many coming through here, so let's talk a bit more about bribery. One common form of bribery is the use of facilitation payments or greasing the wheels and that can be in organisations such as the football, cricket, you know, sports involved as well as business. We have bribes coming up all over the press.

Now, I used to work for a shipping firm, a French shipping firm that each time a captain was onboard a ship they had something called a portage bill and for the tenure of their service on the ship, they would have to put together a set of accounts. Now, they actually would show bribery as expenses on this portage bill and we even had a nominal ledger account for bribes. So greasing the wheels to get the ships moving around the world, so stop any delayed payments was worth our company paying out bribes. Yes, Alan, there has been a lot of news in football lately about bribes.

So the next one we're going to look at then is deception. The next one about fraud; deception and this is the art of making something believe something that isn't true. Businesses could be deceived out of profit, money, property or business. So who can give me a good example of deception? Again, if you could pop it in the chat box. Have you read something about deception recently? [Pause]. Has it happened in your organisation or one you're aware of? [Pause]. Well, apparently there was a documentary on Channel 4 last night, Betrayers. I didn't catch that one. [Pause]. Well, deception as a fraud isn't always to do with accounting but just one that we're obviously more interested in because of what we do in our studies. Just waiting for Kerry to type something in. [Pause]. Well, Kerry's just typing. There's one deception that took place where a surgeon was filling in for a consultant at a hospital. He pretended he had carried out a lot of operations and the money was due to him when in fact, the operations had been carried out on the NHS and he just took the money by deception. Yes, that's a good point, Kerry. Benefits: people claiming benefits when they shouldn't. That's a very clear form of deception.

So the last area we're going to look at on fraud tonight is theft. So theft involves taking another person's property without their consent with the intention to deprive the rightful owner of it. Again, where I used to work, when we were generally more trusting, we just used to leave our chequebooks in an open drawer: no locks, just in a drawer. It was a big chequebook that had five cheques underneath each other. We only used to do our bank rec once, or bank reconciliation once a month. Nowadays they're probably done more often. With online banking you can get your statement more frequently so they can be done more often and internal control sometimes in an organisation get you to do your bank recs more often, but we only did them once a month back then. And we suddenly realised we were getting cheques through which were out of sequential number order and for amounts that we didn't recognise. And what we realised was when we looked at the cheque stubs, someone had cut out using a Stanley knife or a razorblade, very sharply from the back of the book, some cheques. And we realised or we found out, or the police found out that in fact, it was the cleaners that had stolen the chequebooks, the cheques from the drawer and were banking them for their own monetary gain.

So in a business setting, theft can involve property, time or money. It's very easy to think, when you think of theft, that someone is just stealing something materialistic but it can be in many ways. So we're going to do our first student activity, and this you will find on the printout that Jamie mentioned earlier, at the bottom right hand side. What I'd like you to do, please, is take a couple of minutes to fill out some examples of property, time and money that can be stolen from the workplace. [Pause]. So the first one we're going to look at is using or taking personal goods for own personal use; sorry, business goods for own personal use. So you've had a couple of minutes to think. What can you pop in the chat box to let me know what you think may constitute a property theft from an organisation? Stock, very good, Kerry. Yes, you're coming up with some very good answers there. [Pause]. Laptop provided by work not returned. Yes, very good. Yes, Karen, stationary. [Pause]. Alan's backing that one up with biros. [Pause]. Printing. Yes. Doing some printing in work's time. So some really good answers there and you're right on the ball with what we're looking for here. My example was taking staples from the workplace, so obviously stationary backs that one up nicely.

The next one I want to look at is intellectual property. Selling or giving confidential information to a third party. So what have we got as ideas for that one, please? [Coughs] Excuse me. [Pause]. What can we steal from an organisation intellectually? Perfect, Shelly. Yes, Kelly. Client lists. [Pause]. Pricing modules, models, I beg your pardon. Supply prices, so they can be undercut. All brilliant examples. Customer lists again, yes. Designs, yes, even designs. You're really thinking well here. You're thinking outside of the box which is brilliant.

Now, the example I had was if you leave an organisation, typically I guess this is when you would do it, and you sell the customer lists off the marketing database or something, or if you move to another organisation in the same area of work, you could take that client list with you. So I'm obviously thinking on the same wavelength as some of you this evening.

The next thing I'd like to think about is falsifying timesheets, so here we're looking at the theft of time. So who can come up with some ideas here? How can we steal time? [Pause]. Yes, not working during work time. Very good. Yes, clocking in early but not doing the work. Very good examples. [Pause]. Falsifying time sheets, yes. Claiming overtime, another one, claiming overtime. Yes. [Pause]. So really it's quite, it's fairly easy, isn't it, to come up with some ways of stealing time. One example I had come up with, not so much nowadays but we used to have clocking in cards and if you would go into work and you'd realise your friend hadn't got there, you would take their card, put it in the machine, hit the button, the time was impressed on it and they wouldn't be in the building. So again, that's stealing time but you've come up with some really good examples there.

So the next one is undertaking private activities in work time. I know Grace did say not working during work time but what could you actually be doing in work time rather than working? [Pause]. Absolutely, Samantha. That's exactly the example I've come up with. Yes, Kerry. Being on the internet. Personal admin, yes. Doing your own personal bank reconciliation. Perhaps preparing someone's accounts for them that you're working for in your own time. Yes, personal telephone calls, so not only are you wasting time, you could be incurring the company more costs. Some brilliant examples there. Well done.

So the next thing then, stealing petty cash. How do we think we could be stealing petty cash? Not such an obvious one, this one. Still some of you coming up with some good ideas. [Pause]. No receipts, very good, Simon. Yes. False claims, picking up receipts that aren't yours and claiming them. Yes. You see, I thought this was going to be a tricky one but you're coming up with some really good ideas. Yes, Judith, submitting personal slips as work items. And the only one other thing that I thought of that you haven't mentioned is maybe colluding and asking a friend to tear up an IOU slip that was in the box.

So setting up fictitious suppliers or subcontractors. How is this one going to work? [Pause]. So how could we steal from the organisation by setting up fictitious suppliers or subcontractors? [Pause]. Paying the money to yourself or friends; brilliant, Simon. That's exactly the sort of thing I was looking for. Yeah, that's good, Karen. Able to submit fake invoices, false invoices. Yeah, correct, false company, submit a small invoice so it falls under the radar. Brilliant. So you're really understanding what's being needed here. Very good.

So the next one I want to look at, very similar, fictitious employees on the payroll. Won't spend too much time on this. I think you're getting the right idea. Again, you could just pay yourself. Often when the auditors come in now, they actually ask to spot check and actually see individuals that you've actually got personnel files for [audio cut out 21:14] and are playing.

So who has heard of the term 'teeming and lading'? [Pause]. Raise your hand if you do know what it is. [Long pause]. Okay, so it seems like it's a new one for you. It's an accounting process where the cash is misappropriated by delaying the banking of monies received. So I'm going to go through it now with a slide. So we're an organisation and we are owed several amounts of money from individual debtors. So first we're going to look at Debtor A: they owe us £4,000. On the 10th February, they paid the £4,000 and the accountant misappropriates or takes the £4,000. Debtor B owes us £6,000. When Debtor B pays us on the 16th February, that money is used to offset the £4,000 that is owed and the accountant takes another £2,000. We are also owed from Debtor C, £8,000. Debtor C pays the £8,000 on the 25th February and that is used to offset the money that is owed to us by Debtor B, of £6,000. So again, the accountant misappropriates £2,000 and so this system goes on.

The accountant has now taken £8,000 but if you look at the books, it looks like everybody is paying. This will continue until the fraud is discovered. So now I've explained it, has anybody come across it in their organisation or someone that's known to them? [Pause].

No? Yes, Alan. People on the news, large organisations this tends to work with. So how can teeming and lading be discovered? Look for excessive delays before money is received and is banked. And this could come to light if a customer wants to see or a debtor wants to see their statement and when they are sent their statement, they're thinking, 'Well, that's strange. I've paid that money a fortnight before that.' That may make someone a bit suspicious. Yes, that's true, Kerry. Debt chasing. When somebody, the debt collector rings up a company and says, "You haven't paid," and they say, "But I paid three weeks ago," that could bring it to people's attention.

Segregation of duties. This will come up a lot, especially in your reports, or one would imagine it would. The person doing the banking is not the same as the person recording the accounting transaction. If you split tasks so you need two people involved, yes, there could be collusion but often you won't have fraud taking place. Again, look for accounting staff who are reluctant to take holidays. With teeming and lading, it really does depend on the people being there to misappropriate the money and to move the debts across. And look for staff who appear to be living beyond their means. Who has got a Ferrari in the car park? Who's going to all the big shows that cost a lot of money? So that's teeming and lading.

Okay, now I'd like you to do a poll question which is where you take part. Here we are. Here's our question. So an individual creates illegal duplicate copies of commercial DVDs which they sell over the internet as genuine copies. This is an example of what? [Pause]. So vote for the one you think. So it's theft, deception, bribery and corruption or false accounting? We've just discussed all four. You should have more of an understanding of each of these now. [Pause]. Lovely. Okay, well 60% of you have said theft and 40% of you have said deception. Well, in fact it's the 40% of you that is correct. It is deception. You are deceiving the person because you are telling them they are genuine copies when they're not. So well done to the 40% of you that got it right. Brilliant.

Now, we've talked about theft, actual things being stolen, time being stolen, property, but there's also identity theft which we hear a lot about in the press at the moment. So identity theft happens when fraudsters access enough information about someone's identity to commit identity fraud and you can see here the type of things that you need or a thief would need to take your identity: date of birth, current or previous addresses, full names. And identity theft can take place whether the fraud victim is alive or deceased. You find often in these cases if a child dies very young, a person will go to, not Company's House, I can't think... Go and get the birth certificate and then they can set up a fictitious person. So it's more prevalent in recent years, not just involving theft but can use any papers lying around or in the rubbish. Is that what happened in Day of the Jackal, Simon. I haven't seen that. Well, that would be a good one for you to work on then.

Now, it's not just individuals that have identity theft. This can also happen with companies. What can happen is a lot of details are available from Company's House. So some of the information can be gleaned from there and also, if a change of address is submitted to the Company's House, we can then have the bank statements and everything redirected to the thief and they can set up corporate identities, corporate thefts. So be careful who you share what with whom and shred wherever possible.

So another thing to bear in mind is that fraud; I did touch on it earlier; fraud isn't just one person dealing by themselves. It can be, but also it can be what we call collusion where you have two or more people working together. Now, the example I've got here of this is Loughton Incinerator Thefts (Hot Money). It was a TV programme and at Loughton there is the Royal Mint and when bank notes are too old and too tatty that get taken out of circulation and what was happening is Winwright and his colleagues were taking the money out of the Royal Mint and rather than incinerating them, stealing them. They colluded; different people had different parts to play. Some people smuggled the money out in their underwear to take it out. The only reason they got caught was because two people tried to bank huge amounts of money in the same branch within a couple of days of each other and obviously, this was very suspicious. So this was how the alarm bells rang and they got caught. Now, if you want to look up the actual cases, you can see them here on the slide. The Crown vs. Winwright and it was Winwright that got put in prison and then the Bank of England vs. Gibson.

Yes, Helen, I think they did get greedy and probably got a bit complacent and just didn't think about the fact that £100,000 or £30,000 was a lot of money.

Now the next thing we're going to look at is internal controls and as the name of this project would suggest, this is really key whether you're writing ICAS or ISYS documents. Internal controls are fundamental in trying to stop fraud. It's very unlikely you'll ever stop any area of fraud happening in an organisation but you can greatly reduce it by the use of internal controls. So what type of internal controls do you have in your organisation that you would think would stop fraud happening? Sign out petty cash. Good, that's good, Grace. [Pause]. Segregation of duty. Carly, that is such a fundamental one. It is so important that takes place in an accounts department. Approval of purchase orders, third party check on suppliers. Some really good answers coming through here. Anything really that means something is double checked is so useful. So Samantha is saying here 'When we make payments, one person has to make the payment itself, then two people have to approve the payment.' Brilliant. External audit. Good, yes, authorisation levels, directors signing off expense claims, locked drawers. Yes, that would have been good for our cheques many years ago. Passwords. Excellent.

So let's look at a couple of ideas that I've come up with. And segregation of duties; this is quite an easy one to put in place as well because it doesn't particularly need to cost the organisation a lot of money. Also, job rotation is very good as well where you have people on jobs for a certain amount of time and then each month or two months, they all swap around. So that really stops collusion taking place. As a couple of you have said, setting authorisation limits, making sure you have different people signing off different amounts of expenditure, especially if you're setting up new debtors and creditors accounts, authorising petty cash, making bank transfers. You all need to have this authorisation in place. And adequate supervision of staff, having good management in place. That's really quite key. Accountability of staff; making sure people are responsible. That's quite key. Physical security, keeping the petty cash, chequebooks, etc, locked in a safe as one of you has mentioned here. And shredding. This doesn't need to cost the organisation much either; have a shredding machine. Important that you don't put things in an envelope that's marked shredding and then you leave that out on the side. Make sure the information, if it's not going to be shredded straight away, is kept in a safe also. Passwords, someone has mentioned that as well that that's a good thing to have in place. The important thing is to make sure with your passwords and your separate logins that they're not too complicated because if they change too often or they are too complicated, all people will do is simply write them down and tuck them in their desk drawer, and then they're there for everyone to see. Then review of access files for accounting software. Okay, so that's fraud covered. You've come up with some great answers here. You're obviously right on the ball when it comes to fraud. That's all interesting, useful stuff that you can put in your project.

So ethics. Professional ethics are accepted standards of personal and business behaviour, values and guiding principles. We're looking at five principles of ethics here that are written up for the AAT. Do you know what the principles are? You should be familiar with these because you will have studied it last year, and you bring all that knowledge forward with you and you should be able to identify the breaches. So what are the five? [Pause]. Yes, technical and professional competence. [Pause]. Competence and due care. Yes. [Pause]. Objectivity, yes, one that gets, can be a bit confusing. So let's look at what they are then. Professional behaviour. Not doing anything that would bring the profession of accounting technician or AAT in disrepute. This applies to both work and private life. Integrity. Be honest, true and fair. Objectivity. Conducting business having regard to possible conflicts of interest or coercion to act in an unethical way. You don't want your bias to get in the way. Confidentiality. Retaining the confidentiality of the business and its' dealings. I think that's one area when you work in the accounts department that everyone is always very keen to know what did everybody else get for a pay rise and how much was the managing director's new car? You have to stay tight lipped. It's confidential. And then professional competence and due care. Only understanding work that you are competent to do.

So I would like you to look at another student activity, please, that's on your handout. Can you think of one possible example of a breach of each ethical principle? Oops, sorry. Gone too far. [Pause]. So the first one we're going to look at is professional behaviour. So could you write on your sheets 'Professional behaviour'. [Pause]. So it could be making unfavourable comments with others or concealing a criminal offence. [Pause]. The next one we want to look at is integrity. What have we got by way of integrity, that ethical principle? [Pause]. So for integrity, we've got massaging figures, we've mentioned that already in the fraud, so there is commonality that runs through these areas. Government grants, paying national or not paying national minimum wage rates and not adhering to health and safety. So a lot of this is all things that you've covered already last year.

So how about objectivity? Objectivity is not to let your own bias or prejudice influence any decisions you make. You mustn't be biased. [Pause]. Yes, that's right, Grace, using a certain supplier as your friend works there. [Pause]. You may find they give you special rates that they're not supposed to but because they know you, they do. [Pause]. Yes, working for two competitors using your knowledge to disadvantage both of them but for an advantage for you. So objectivity, favourable terms to friends and family, giving favourable terms which is something that Grace has mentioned. Here, prejudice affecting judgement, and not reporting malpractice where afraid of repercussions or whistle blowing.

So what do we think about confidentiality? This is one you all did very well on just now. [Pause]. What sorts of things will it cover? Yes, disclosing salary details. And it is tempting around the coffee machine when everybody knows you've got that bit of information they want, you suddenly get lots of friends around pay time. [Pause]. Yes, Judith, passing on information to a third party. So what have I got? Yes, we've said here disclosing confidential or discussing confidential matters in a public place, because you never know who's listening. You might think you're just telling on person in the pub; someone else could be listening and if you don't keep confidential information secure.

So the last one just to look at then is professional competence. [Pause]. What do we think about professional competence? What do we need to consider? [Pause]. Some of you have got some ideas coming through. Yes, not keeping up to date with new regulations. Not doing your CPD. [Pause]. Very good, Simon, not to undertake work which you are not qualified to do. [Pause]. And really these are the things that I've come up with here. Working outside of your skill set. It's very tempting to do, especially if you want the money and you think, 'Oh well, I'm sure I can understand how to bank or how to balance an interest petty cash book,' but if you haven't done it and you haven't been officially showed how to do it, you shouldn't do it. Then really it's worrying about image. You know, if everyone thinks you can do all these things and you have to admit you can't but you really mustn't do these things.

So consider an AAT member goes into a local shop and shoplifts. What principle would this fit into? Put that in the chat box, please. [Pause]. What do we think, which of these five? [Pause]. That is theft, but which of these five would it be, Simon? [Pause]. There is an element of overlap on some of these but I think you're generally getting there now. Professional behaviour is what I'm looking for. Professional behaviour. Lovely, that's right. Yeah.

So let's have another poll question. An AAT member works in the credit control department of a large company. They are very busy and fail to follow the company's procedures for taking up credit references before granting credit to X Ltd. What is this an example of a breach of? [Pause]. What do we think? [Pause]. That's good. A few more answers coming through. Lovely. [Pause]. Okay, lovely. We've finished that then. So we've got 42% professional behaviour, 42% professional competence and 14% objectivity. So those of you that picked professional behaviour, well done. A fair percentage of you were right but a few of you going off theme a bit there, so just try to read up on that and just make sure you understand the difference between the five of them. There is a certain element of overlap here and there but you do need to know the differences between them all. So I think the key thing is it's not that the person wasn't competent to do the role; they failed to follow procedures and that is important.

So that's ethics covered. Now we're going to look at sustainability and we're going to look at the Financial Times' definition of sustainability which is 'business sustainability is often defined as managing the triple bottom line – a process by which companies manage their financial, social and environmental risks, obligations and opportunities. These three impacts are sometimes referred to as profits, people and planet.' Now, the important thing here with these three is that we want the three of them to balance. We don't want to improve one to the detriment of the others. So when we're looking at these three: profits, otherwise known as economic growth; people – social equality and planet – environmental considerations should all run hand in hand in an organisation. And accounting technicians should play a role in sustainable development.

So the first one we're going to look at is economic factors or profit. In business, this refers to the generation of profits by organisations which in turn, benefit their stakeholders. Stakeholders include, as I'm sure you're aware, owners, management, employees, customers, suppliers and the local population. And the organisation contributes by paying taxes and generating employment and providing services encouraging people to spend. So how do you think [coughs], excuse me, how could economical growth be improved? Economic growth be improved? Put some ideas in the chat box. [Pause]. So what we're looking at is possible areas where economic growth could be improved. [Pause]. Let me go through a couple with you. That's right, Judith, employing local staff. Yeah, buy the product locally. That's good. So we're looking at increasing income and we can do this by offering sales bonuses or profit sharing. Increasing productivity by changing working practices: emailing rather than posting information out. That will save time and cost. And decreasing costs, looking for alternative suppliers, recycling materials, that type of thing. So that's economic growth.

Social equality or people. Businesses should have regard for the impact we have on the people and the assistance they can give to those who are less well off. The principle of social equality applies not only to the local area but should be worldwide too. So how could social equality be improved? Let me have a look. [Pause]. Looking after employee welfare. [Pause]. Paying appropriate salary rate for work done, only employing those who are eligible to work in the UK and expecting staff to have regular breaks, encouraging employees to develop their skills by internal and external training. Making charitable donations, sponsoring local and national events. This has the added benefit of raising the profile of the organisation which could lead to increased sales and thus, economic growth. I think as Judith was saying earlier, by employing local people who buy the local product, talk to it, talk to people locally and then they buy more. And offering work placement schemes.

Environmental considerations, the planet, also known as green principles and this will be more familiar with you because you can't move in the press without green issues. Many changes in environmental practices also benefit economic growth as cost saving can be achieved. What examples of green principles within the workplace or surrounding the workplace can you think of? Could you pop some things in the chat box? [Pause]. Yes, Emma. Going paperless. Very good. [Pause]. Less travel, more Skype. Yes. Skype's very good for that and it's free, isn't it? [Pause] Minimising output waste. Some very good things coming through here. Recycling, solar power, recycling printer cartridges, greener fuels. Excellent. [Pause]. So here are some bits that I've put together. Using recycled paper products, whether pads in the office or toilet tissue. Someone said here, Emma, about going paperless. Emailing documents rather than posting them saves, and you don't have to print them out, you can send them as PDFs so they can't be altered and then they can be saved away at the other end. So that could be good, going paperless. Car sharing. In America particularly, but you see them in the UK now in the bigger towns where you have lanes where if there is more than one of you in the car, you can use them. A bit like a bus lane. Using responsibly sourced products. You see some companies that pledge to plant two trees for every one they cut down. And using suppliers with strong, sustainable practices. Hopefully we all use line caught tuna. Yes, Emma, cycle to work schemes. They're very popular, aren't they? Kerry, yes, bike to work.

Now, many large organisations publicise their commitment to sustainability by issuing a CSR document, a Corporate Social Responsibility document. It sets down the ways in which the business promotes and implements sustainable principles. Take a moment to look at the link that's on here. As you can see, there's a link here. This is the AAT website and it has information on its sustainability principles and that's the link there. All companies should have these and here you can look at the AAT's one in more detail. You can see they take responsibility for anything they do that impacts on the environment and the economy or society. [Pause]. Lovely.

Okay then, well thank you all for attending the webinar and I hope you have a good evening. I hope it's not been too hot for you. Does anybody have any questions? [Pause]. You're welcome, Shelly. [Pause]. Sorry, Helen, yes, I should have said a link to the recording of this lesson will be available to you in the next couple of days. I think Simon, not so much challenging; if you take the advice of your service provider, your learning provider and do it carefully, make sure you cover all of the performance criteria carefully and fully, you shouldn't find it a challenge. It's definitely doable. [Pause]. Thank you. Well, I'll pass back to my colleagues at the AAT.

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