

basic education

Department: Basic Education **REPUBLIC OF SOUTH AFRICA**

SENIOR CERTIFICATE EXAMINATIONS

ACCOUNTING

2018

MARKING GUIDELINES

MARKS: 300

MARKING PRINCIPLES:

- 1. Unless otherwise stated in the marking guideline, penalties for foreign items are applied only if the candidate is not losing marks elsewhere in the question for that item (no penalty for misplaced item). No double penalty applied.
- 2. Penalties for placement or poor presentation (e.g. details) are applied only if the candidate is earning marks on the figures for that item.
- 3. Full marks for correct answer. If answer incorrect, mark the workings provided.
- 4. If a pre-adjustment figure is shown as a final figure, allocate the part-mark for the working for that figure (not the method mark for the answer). Note: if figures are stipulated in memo for components of workings, these do not carry the method mark for final answer as well.
- 5. Unless otherwise indicated, the positive or negative effect of any figure must be considered to award the mark. If no + or sign or bracket is provided, assume that the figure is positive.
- 6. Where indicated, part-marks may be awarded to differentiate between differing qualities of answers from candidates.
- 7. This memorandum is not for public distribution, as certain items might imply incorrect treatment. The adjustments made are due to nuances in certain questions.
- 8. Where penalties are applied, the marks for that section of the question cannot be a final negative.
- 9. Operation means 'check operation'. 'One part correct' means operation and one part correct. Note: check operation must be +, -, x, ÷, or per memo.
- 10. 'One part correct' means 'operation and one part correct'. Where method marks are awarded for one part correct, the marker must inspect the reasonableness of the answer and at least one part must be correct before awarding the mark. If a figure has earned a method-mark, this will be regarded as 'one part correct'.
- 11. In calculations, do not award marks for workings if numerator and denominator are swapped this also applies to ratios.
- 12. In awarding method marks, ensure that candidates do not get full marks for any item that is incorrect at least in part. Indicate with a ⊠.
- 13. Be aware of candidates who provide valid alternatives beyond the marking guideline.
- 14. Codes: f = foreign item; p = placement/presentation.

These marking guidelines consist of 16 pages.

Copyright reserved

Please turn over

QUESTION 1

CASH RECEIPTS JOURNAL			CASH PAYMENTS JOURNAL
R510 607		1	R488 260
4 800 🗸	1		25 000 √√
6 250 🗸			1 425 one mark $\sqrt{4}$ +575 one mark 2 000
145 🗸			230 🗸
		CRJ 1 850 CPJ 3 700 One mark for both	1 850 ✓
		CRJ 2 630 CPJ 6 230 Both must be shown for two marks	3 600 🗸
521 802 🗹	*	Cannot be less than R510 607 and R488 260	520 940 ⊻ *



3

Foreign entries -1 (max -1) e.g. 6 950; 12 675; 18 450; 30 975 (from previous recon) And/or other foreign entries incorrectly duplicated in journals and/or reconciliation (mark scored elsewhere)

1.1.2 Calculate the Bank Account balance in the Ledger of Hartfield Suppliers on 30 April 2018.

R30 975 Signs may be omitted (or brackets may be used), but o must be appropriate on the answer	
+ 521 802	see 1.1.1 CRJ total; net effect can be shown
- 520 940	☑ see 1.1.1 CPJ total; net effect can be shown
31 837	operation, correct transfers; both CRJ must be +ve and CPJ must be -ve; must include balance b/f (could be more or less than 30 975)

Accept alternative arrangements for calculations such as ledger account / equation form.

1.1.3 Bank Reconciliation Statement on 30 April 2018

-1 max for presentation of details if marks earned on figures	One column method. Mark signs consistently	Debit	Credit
Balance per Bank Statement	41 537 Cannot be R18 450	Operation, balancing figure	41 537 ☑ Cannot be R18 450
Credit outstanding deposit	10 000		10 000√
Debit outstanding cheques / items			
No. 613	(13 400)	13 400√	
No. 652	(5 650)	5 650√	
EFT – Small	(2 500)	2 500√	
Credit amount wrongly debited	1 850		1 850√√
Balance per Bank Account		31 837⊠	<mark>See 1.1.2</mark>
Balance per Bank Account	<mark>See 1.1.2</mark> 31 837	53 387	53 387

8

Foreign entries -1 (max -1) e.g. 6 950; 12 675; 18 450; 30 975 (from previous recon) And/or other foreign entries incorrectly duplicated in journals and/or reconciliation (mark scored elsewhere)

TWO column method: Assume debit followed by credit column. Mark negative amounts wrong.

Δ

1.2 The internal auditor is concerned about the management of cash.

1.2.1 Explain TWO different problems to justify her concern. Quote figures.

Any TWO valid responses: Problem $\sqrt{}$ Theft $\sqrt{}$ Rolling Figure or date $\sqrt{}$ $\sqrt{}$ Do not accept incorrect recording of a cheque; alternative terms may be used

Problems: Inspect if two aspects are included in one explanation

- <u>Theft/Fraud/Internal control</u> measures are lacking (R25 000 missing)
 <u>Accept date in lieu of figures</u>
- <u>Rolling / late depositing of cash</u>: R12 675 received on 10 March and deposited only on 28 April 2018 OR R10 000 was received on 20 April 2018 and is still outstanding

1.2.2 Give advice (TWO points) on how such problems can be avoided in future.

Any two valid responses: ✓ ✓

- Create a policy for regular, daily depositing
- Request notification from bank for all transactions (sms)
- Division of duties / one person serves as a check on another
- Check promptly to bank statements
- Use a security company to collect cash
- Ask debtors to pay by EFT Accept use EFT
- Background checks / police clearance on staff

1.3 Explain TWO benefits of using the electronic funds transfer (EFT) system rather than cheques for direct payments to suppliers.

Any TWO valid responses VV VV Part-marks for unclear/incomplete explanations

- Cheaper than cheque payments or debit orders (only data costs)
- No holding period as for cheques before money is available
- Less fraud and theft than with cheques / eliminate risks with lost / stolen / forged / dishonoured cheques / greater security
 Accept security
- Payees are happy because funds can be transferred more quickly at any time of the day or night (not restricted by banking hours)
- Simplifies bookkeeping and efficiency / saves time / transactions quicker / proof of payment immediate
- Save on bank charges

TOTAL MARKS
35

4 SCE – Marking Guidelines

QUESTION 2

2.1.1 \checkmark Selling and distribution cost \checkmark 2.1.2 Direct labour cost \checkmark 2.1.3 Direct/raw materials cost \checkmark 2.1.4 Administration cost

4

2.2 **TIGHT-FIT MANUFACTURERS**

Calculate: Val	ue of the closing stock of ra	w materials	
	Workings	Answer	
2 607 000 ✓ 23 700 ✓ 110 two marks	x 3900 ✓	429 000 ☑ Operation, one part correct must multiply by 3 900	4

Calculate: Value of direct/raw materials issued for proc	duction	
Workings	Answer	
$\begin{array}{r} 2\ 607\ 000 \checkmark -429\ 000 \boxed{} \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ $	2 178 000 ☑ Operation, one part correct	3

Calculate: Correct factory overhead costs		
Workings	Answer	
69 600 one mark – 13 050 two marks 746 670 + 56 550 $\checkmark \checkmark \checkmark$ + 59 280 $\checkmark \checkmark$ e.g.	862 500 ☑ Operation, one part correct	
746 670 + 56 550 – 59 280 would be three marks plus the method mark on answer 746 670 – 56 550 – 59 280 would be 0 marks and no method mark on answer	operation, one part context	6

2.2.2

Production Cost Statement for the year ended 31 March 2018. Incorrect placement of DMC and FOHC: do not award ticks for details; -1 presentation if WIPS details not given; Will also lose method marks on Prime cost subtotal; the figures will get method mark even if incorrectly placed

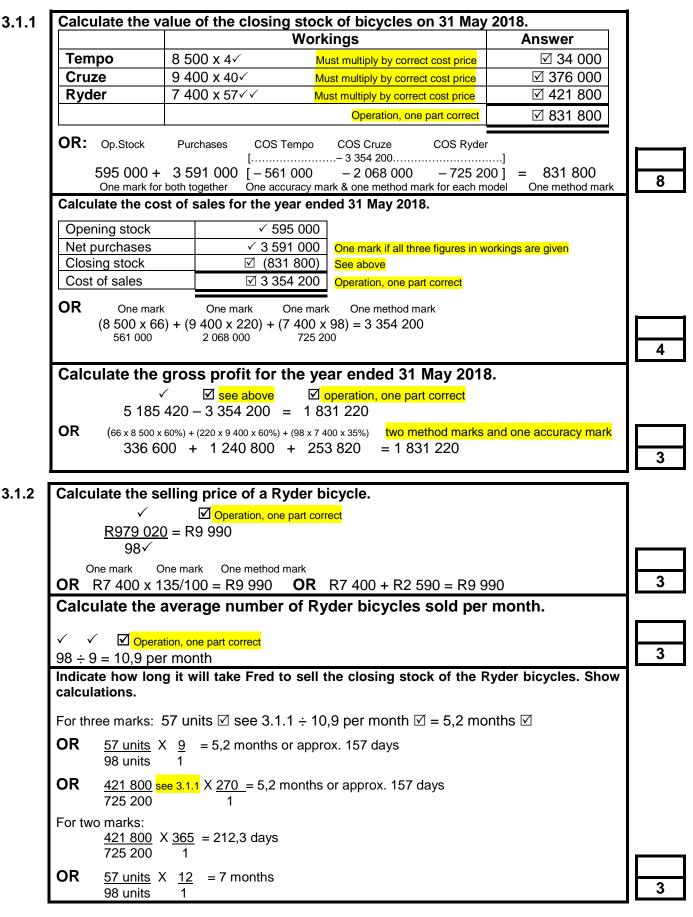
		gares will get method mark eve		
✓ Direct materials	cost	see DMC in 2.2.1	2 178 000	\checkmark
Direct labour cos	t		3 522 000	\checkmark
Prime cost		Must be DMC + DLC	5 700 000	\checkmark
✓ Factory overhea	id cost	see FOHC in 2.2.1	862 500	\checkmark
Total manufacturin	IG COSTS Operation one pa	rt correct, DMC+DLC+FOHC regardless of placement	6 562 500	\checkmark
Work-in-process	at beginning of yea	ar	147 500	
*Cost of production of FG:	231 + x = 6518 + 118 or 2 or -118 - 6518 + 231 as lon		6 710 000	
Work-in-process a	Balancing figure; do n	ot accept 231 000 or 118 000 oe subtotal above – COPOFG	(305 000)	\checkmark
	for x (118 000 \checkmark + 6 5		6 405 000	\checkmark

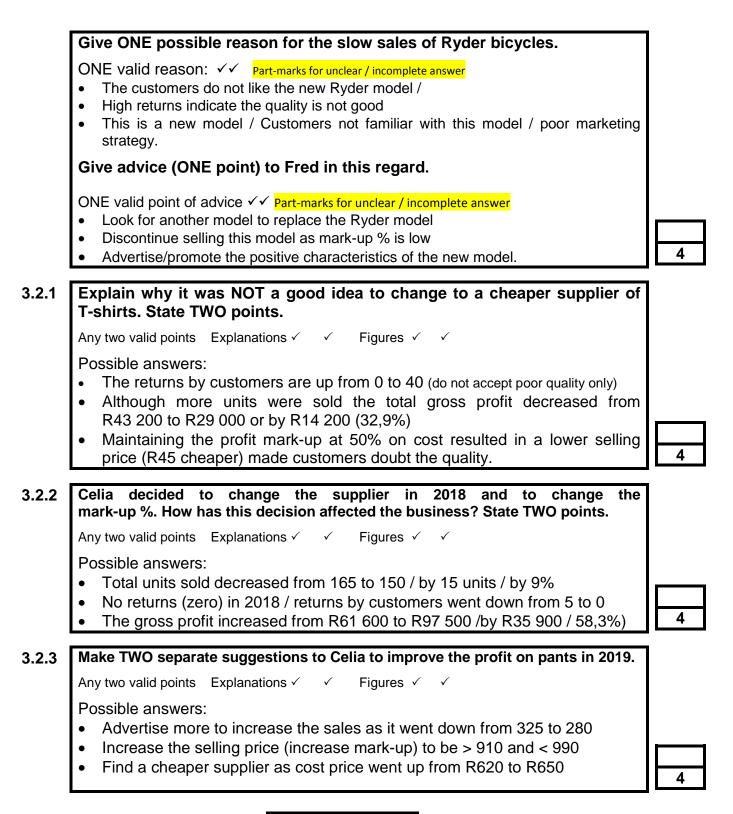
^{2.1}

2.2.3	Give TWO reasons why the business should support local su	ppliers.	
	 Reasons: Any TWO relevant reasons ✓ ✓ No import charges will be paid 		
	 Less transport costs Prices more stable / prices not influenced by fluctuations in ex Creates more employment opportunities to people from the co country / helps small or new businesses / improves standard of No delays in the case of emergency orders or returns / more of Money stays in the country / improves exchange rate Less crime if employment increases Goodwill of the community (Ubuntu) 	ountry / enhances GDP of the of living	2
2.3	BREAK-TIME MANUFACTURERS		
2.3.1	Calculate the direct labour cost for the year ended 30 Ap	oril 2018.	
	Workings	Answer	
	331 500 x R7,56 Two marks or nothing on final answer	R2 506 140 √√	2
	Calculate the break-even point for the year ended 30 Ap	ril 2018.	
	Workings	Answer	
	<u>R3 102 500 √</u>	365 000 units 🗹	
	R28 ✓ – R19,50 ✓ 8.50 two marks	Operation, one part correct Must not be R, c, % etc	
	o,su two marks	Units do not have to be stated	4
2.3.2	Explain why the owner should be concerned about the break-	even point. Quote figures.	
	Compare BEP with level of production $\checkmark \checkmark$ Figures \checkmark		
	• The business produced and sold 331 500 units. This	s is below the break-even	
	point of 365 000 units (33 500 units less) <mark>see 2.3.1</mark>		
	• The BEP has increased by 131 000 units (56%) w	hile the number of units	3
	produced and sold increased by 37 500 units (13%).		3
2.3.3	Explain why the owner would NOT be satisfied with the d Quote figures.		
	-	o not accept comment on total DLC	
	 Trend: The increase in the labour cost is R1,96 per unit (R5,6 DLC per unit went up by 35% while units produced went by 13 	,	
	 Explanation: This exceeds the inflation rate / workers have 		
	volume did not increase as much as the DLC per unit		3
	Give ONE solution to this problem. Any ONE relevant control measure $\checkmark \checkmark$ Part marks for unclear / inc	omploto opowor	
	 Set production targets of production (during normal hours) / tir Better supervision to ensure workers are on duty during normal hours) 		
	on overtime hours and ensure foreman controls this.Reconsider conditions of service e.g. minimum normal hours,	overtime rate	
	 Have plans for disruption due to power cuts, strikes etc. 	overtime rate.	
	 Engage in skills training to improve efficiency of workers. 		
	Use machines more extensively		
	Negotiate affordable / reasonable increases (in line with inflation	on) in salaries/ wages.	Ž
	TOTAL MARKS		

QUESTION 3







TOTAL MARKS

40

QUESTION 4

4.1

			1
4.1.1	True ✓		
4.1.2	False √		
4.1.3	True ✓	Accept abbreviations for T or F	
4.1.4	False √		
4.1.5	False √		
	•	<u>-</u>	

5

4.2 MODISE LTD

RETAINED INCOME Ignore foreign items;	presentation -1 max
Balance at beginning of year	R567 000
Funds used for shares repurchased (250 000 x R0,25)	√√ (62 500)*Ignore brackets
Net profit after tax (3 400 000 √ - 918 000 √ √) or 3 400 000 x 73% Operation, one part correct	☑ 2482000
Ordinary share dividends Operation, one part correct	✓ (2 400 000)* Ignore brackets
Interim	✓ 672 000
Final (4 800 000 ✓ x ³⁶ / ₁₀₀ ✓) or 36 cents or 0,36 (4 550 000 + 250 000) Operation, one part correct	☑ 1 728 000
Balance at end of year Operation, one part correct * figures must be subtracted	☑ 586 500

4.2.2 MODISE LTD

BALANCE SHEET ON 28 FEBRUARY 2018

ASSETS			
Non-current assets	Operation, TA - CA	☑ 13 386 500	
Fixed assets	Operation, balancing figure	☑ 12 666 500	
 *✓ Fixed deposit / Investments / (48 000 ✓ x ¹²/₁₀ ✓ x ¹⁰⁰/₈ ✓) Be aware of alternative methods of calcular 	Operation, one part correct	☑ 720 000	(7
Current assets	<mark>No part marks (2 600 000 x 1,5)</mark>	✓ 3 900 000	
Inventories (1 015 000 ✓ + 25	000 √)	✓ 1 040 000	
* \checkmark Trade and other receivables (554 000 \checkmark - 33 240 \checkmark + \checkmark	<mark>Operation, one part correct</mark> 19 240✔)	☑ 540 000	
*✓ Cash and cash equivalents	Operation, balancing figure	☑ 2 320 000	
TOTAL ASSETS	See total for E + L	☑ 17 286 500	(14
EQUITY AND LIABILITIES			
Ordinary shareholders' equity	orrect (i.e. RI figure from note): OSC + RI	☑14 236 500	
Ordinary share capital	· · · · · · · · · · · · · · · · · · ·	13 650 000	
*✓ Retained income	See 4.2.1; could be -ve;	☑ 586 500	(3
Non-current liabilities		450 000	
*✓ Loan from director (630 000√ -	- 180 000 √ ✓) or 12/42 15 000 x 12 Operation, one part correct	☑ 450 000	(5
Current liabilities		2 600 000	
Trade and other payables	operation, balancing figure	#⊠ 674 000	
Shareholders for dividends	See 4.2.1	☑1 728 000	
See 4.2.1 or 3 400 0 SARS: Income tax (918 000 ☑		√☑ 18 000	
*✓ Loan (current portion)	see above	<mark>⊠ 180 000</mark>	
	IES Operation, See OSHE + NCL + CL	☑ 17 286 500	(9

Ignore foreign items

*Do not award ticks for details if item incorrectly placed

If incorrect placement, mark workings; -1 in each case Accept negative amounts for balancing figures based on candidates' workings # If evidence of current portion of Ioan included is in T&OP, award 2 method marks

38

		1
4.2.3	The directors want to give R500 000 to a local school.	1
	Give TWO reasons why companies take such decisions.	l
	Any TWO valid reasons $\checkmark \checkmark \checkmark \checkmark$ Part-marks for unclear / incomplete answers	l
	This forms part of their corporate social investment (CSI) / responsibility	l
	(CSR) in accordance with the King Code	l
	 Leads to goodwill from the community (support/positive image/good 	l
	publicity)	1
	Creates a safer environment for the school / Contributes to better facilities	
	for learners	
	Tax deductible	4
4.0		
4.3		l
4.3.1	Briefly explain the role of an independent auditor.	l
	ONE valid explanation: $\checkmark \checkmark$ Part-marks for unclear / incomplete answer	l
	The independent auditor expresses an opinion on the fair presentation of the	l
	financial statements	1
	 Protects the interests of the shareholders/public. 	l
	Expected responses for max of 1 mark:	
	 Checks the books/Internal control/Detects fraud 	2
4.3.2	Did Denga Limited receive a qualified/unqualified/disclaimer of opinion	l
	audit report?	l
	Qualified report 🗸 May be underlined in answer book	l
		l
	Briefly explain your choice. Mark independent of the decision above	l
	Explanation VV Part-marks for unclear / incomplete answer	1
	Valid responses for two marks:	1
	• The audit opinion expressed an exception whereby it qualified the report	
	regarding the <u>shortcoming/exception</u> in the case of advertising	2
	 Advertising expenses of R500 000 could not be verified. 	3

6

4.3.3 State THREE possible consequences for the independent auditor if he had NOT mentioned the advertising expense in his report.

Part-marks for unclear answers; but one-word answers acceptable because of 'State'

Three different consequences $\sqrt{\sqrt{2}}$ $\sqrt{\sqrt{2}}$ DO NOT ACCEPT 'FIRED'

- Disciplinary hearing (IRBA)
- Arrested (if fraud)
- Deregistered / struck off the roll
- Suspended (during investigation)
- Fined
- Sued by shareholders (held liable) (if they are found to be negligent)
- Lose clients / fired by clients / won't be hired
- Not trusted / integrity or character would be questioned

TOTAL MARKS

70

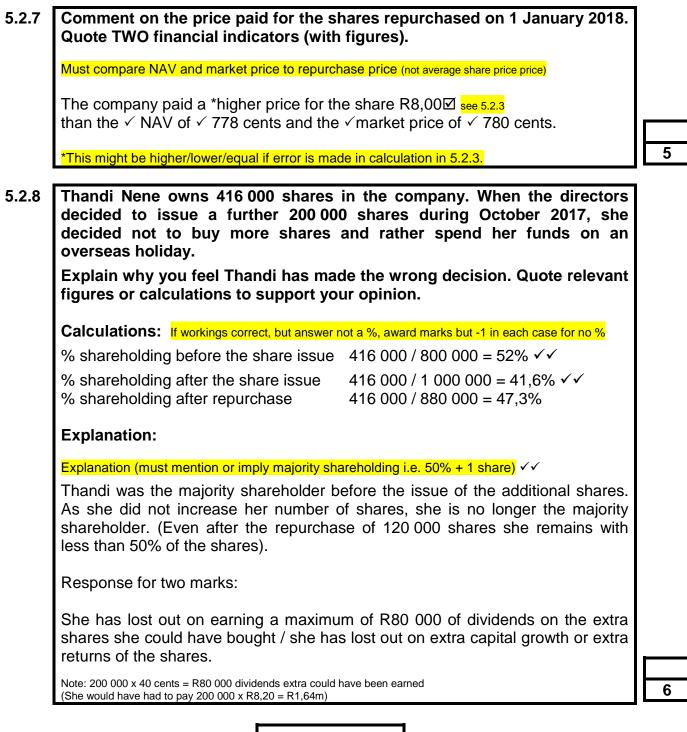
12 SCE – Marking Guidelines

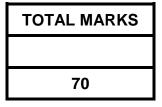
QUESTION 5

	-			
5.1	5.1.1	1 C ✓		
	5.1.2			
	5.1.3			
	5.1.4	4 B ✓		4
5.2	MALO	TRA LTD		-
5.2.1		Workings	Ignore brackets in final answer Answer	1
5.2.1				
	(a)	6 192 350 ✓ – 4 256 350 ✓	R 1 936 000 ✓	
	(b)	535 250 ✓ + 419 750 ✓	R 955 000 ✓	
	(c)	1 415 000 ✓ – 955 000 ☑ refer (b) OR one mark one mark 800 250 – 340 250	R 460 000 ☑ Operation, one part correct	
		one mark one mark (1 415 000 - 614 750) - (535 250 - 195 000) one mark one mark (1 415 000 - 614 750) + 195 000 - 535 250		
	(d)	905 000 (1 500 000 – 595 000) x 20%	R 181 000 🗹 Operation, must be multiplied by 20%	
	(e)	1 500 000 – 595 000 one mark for both 905 000 \checkmark – 181 000 🗹 – 626 000 \checkmark refer (d)	R 98 000 ☑ Operation, one part correct	16
5.2.2	Calcu	ulate the net profit after income tax on 28 Februar	v 2018.	1
•		Workings	Answer	
	286 2	$200 \checkmark x^{70}/_{30} \checkmark$ or 954 000 one mark – 286 200 one mark	R667 800 ✓	3
5.2.3	Calcu	ulate the dividends paid.]
		Workings	Answer	
		000 ✓ + 332 000 ✓ - 132 000 ✓ Kan T-rek doen 200 000 two marks 6 000 - 332 000 + 132 000	R376 000 ⊠* Operation, one part correct	4
		late the funds used to repurchase shares.		
		Workings	Answer	
	120 0	6 512 000 ÷ 880 000 000 ✓ x (7,40 ✓✓ + 0,60 ✓) Could do T-a/c R8,00 three marks	R960 000 ⊠* Operation, one part correct	
	<u></u>	rk One mark One mark 00 x 7,40) + (120 000 x 0,60) 388 000 72 000	888 000 or 72 000 as final answer = only two marks	5
	Calcu	late the proceeds from shares issued.	A	1
		Workings 120 000 x 7,40 (ASP above) 2 000 ✓ + 888 000 ✓ ☑ - 5 760 000 ✓ Could do T-a/c 760 000 - 6 512 000 - 888 000	Answer R1 640 000☑ Operation, one part correct	5
	511.5			

*Brackets not needed as it is a calculation, not a CFS

5.2.4	Net change in cash and cash equivalents	146 000 ☑ Operation, from bottom up	
	Cash and cash equivalents (opening balance)	(109 600)	
	Cash and cash equivalents (closing balance)	36 400 ✓	4
5.2.5	Calculate the acid-test ratio.		
	Workings	Answer	
	665 600 two marks 1 136 700 ✓ - 471 100 ✓ : 512 000 ✓	1,3 : 1 ☑ Operation, one part correct (x :1)	4
	Calculate the debt-equity ratio.		
	Workings	Answer	
	1 500 000 ✓ : 6 843 300 ✓ Accept 0,22 : 1	0,2 : 1 ☑ Operation, one part correct (x :1)	3
	Calculate the return on shareholders' equity.		
	Workings	Answer	
	See 5.2.2 X 100 667 800 ☑ x 100 1/2 ✓ (6 843 300 ✓ + 5 826 500 ✓) 6 334 900 three marks 12 669 800 two marks 12 669 800 two marks	10,5%⊠ Operation, one part correct; must be shown as %	5
5.2.6	 The directors decided to increase the loan during year. Explain whether this was a good decision financial indicators (with figures). ✓ Debt/equity ratio is 0,2:1 ☑ (see 5.2.5) / 0,1:1 / from 0,1:1 ✓ Return of capital employed is 14,6% / 16,4% ✓ Do not accept any other financial indicators Explanation must contain reasons Part-marks for unclear /incomplete explanation 	or not. Quote TWO	
	Response for two marks: There is positive gearing (ROTCE exceeds interest rate	e on loans) and it is <u>low</u>	
	<u>risk</u> (not making extensive use of borrowed capital). \checkmark	· · · · ·	
	Response for one mark:		
	 This is a good decision because of <u>positive gearing</u> This is a good decision because it is still <u>low risk</u> 		6





7

3

3

QUESTION 6

6.1.1	The main purpose of a Cash Budget is to $\checkmark\checkmark$ Part-marks for incomplete / unclear response Project / estimate the <u>expected bank balance</u> at end of budget period. Project / estimate / monitor / control <u>expected cash received and paid</u> over	
6.1.2	budget period. The main purpose of a Projected Income Statement is $\dots \checkmark \checkmark$	
	Part-marks for incomplete / unclear response Project / estimate the <u>expected net profit</u> for the budgeted period. Project / estimate / monitor / control <u>expected income and expenses</u> for budget	
	period.	

6.2.1 Debtors' Collection Schedule:

	CREDIT SALES	MAY 2018	JUNE 2018	
March 2018	252 000	22 680		
April 2018	288 000	172 800	25 920 ✓	
May 2018	180 000 🗸	51 300	108 000 ☑ 60% of credit sales	
June 2018	216 000		61 560 🗸 🗸	
Cash from deb	otors	246 780	195 480 🗹 Operation, one part correct	

6.2.2 Determine the discount allowed for May 2018.

See 6.2.1 ☑ (✓) ☑ Operation, one part correct 180 000 x (30% x 5%) = 2 700 CANNOT USE R300 000 OR

- 51 300 one mark x 5/95 one mark = 2 700 one method mark
 - $180\ 000\ x\ 30\% = 54\ 000$ one method mark $-\ 51\ 300$ one mark $=\ 2\ 700$ one method mark

Determine the bad debts written off in June 2018. √ √ ☑ Operation one part correct 1% x 252 000 = 2 520

6.3

Workings	Answer	
300 000 x 40%	No part marks	
OR 300 000 – 180 000	120 000 √√	2
Calculate the payment to creditors in June 201	18.	
Workings	Answer	
300 000 √x 100/150 √x 80/100 √	160 000⊠	I—
200 000 * X 100/ 130 * X 80/ 100 *	Operation, one part correct	4

DBE/2018

Accounting	
Accounting	

✓ ✓	133 400 ☑ a, one part correct
29 000 104 400 Operation OR (6 x 14 500) + (4 x 11 600) Operation 87 000 two marks 46 400 two marks Explain when we have a straight on the overspending in advertising. Explain when we have a straight on the overspending o	n, one part correct
(6 x 14 500) 87 000 two marks + (4 x 11 600) 46 400 two marks Tony is not concerned about the overspending in advertising. Explain whe Quote figures to support your answer. Candidates must indicate the positive effect of advertising on sales ✓✓ Provide appropriate figures ✓ ✓ one mark each Expected response for 4 marks: Advertising increased by R3 000 but Sales increased by R96 000. OR	
Quote figures to support your answer. Candidates must indicate the positive effect of advertising on sales Provide appropriate figures ✓ one mark each Expected response for 4 marks: Advertising increased by R3 000 but Sales increased by R96 000. OR	ny this is so.
Provide appropriate figures $\checkmark \checkmark \circ$ one mark each Expected response for 4 marks: Advertising increased by R3 000 but Sales increased by R96 000. OR	
Advertising increased by R3 000 but Sales increased by R96 000. OR	
	gger base.
State ONE consequence of not paying the amount due to of April 2018. Any ONE valid consequence $\sqrt{4}$ Part-marks for incomplete / unclear response	creditors in
Credit to the business will be stopped by the creditors.	adit huraau
Business will be charged interest for slow payment.	edit bureau
Legal action can be taken by the creditors	
State TWO points in favour of appointing Gentex Cleaning Servi Any two valid responses $\sqrt{4}$ $\sqrt{4}$ Figures not required but may be provided as part of	
 Part-marks for incomplete / unclear response Outsourced cleaning could cost less than budgeted/actual for wages and clear 	
 Easier to budget (fixed contract amount) Expertise / professionalism / specialisation of the cleaning company 	J
No interruption or extra costs due to workers on sick leave etc.	
 No storage space needed for cleaning materials Leads to reduction in administration costs 	
VAT input can be claimed from SARS	
• The cleaners can be rotated between different clients if necessary	a desision
Explain ONE point that Tony should consider before making this Any valid response VV Part-marks for incomplete / unclear response	s decision.
 Whether it will make the current employees redundant / retrench or reassig cleaners (consider the ethics of this) 	n the existing
 Reliability of the new cleaning company 	
 Honesty of the workers of the outsourced business 	
Negative image of outsourcing to the companyWhether outsourcing conflicts with their social responsibility programmes	
 Instructions to cleaners have to be given through the cleaning firm's managers Terms of the contract regarding fee increases 	5
Terms of the contract regarding fee increases Response for one mark:	
VAT charged on outsourced cleaning services	