



— The research newsletter of The Institute of Chartered Accountants of Scotland —

Welcome to the latest edition of our *focus on research* newsletter. As you will see, the last six months at ICAS has seen a wide range of new research publications, new initiatives and exciting new research projects. We continue to try to find new ways to disseminate research findings and to encourage interaction between academia, the profession and the business community, including a variety of launch and discussion events.



We are keen to hear your research ideas and answer any questions you have about ICAS research funding and the support we can offer. Michelle, Angie and I will be attending and exhibiting at the BAA and EAA conferences in April and hope to see as many of you there as possible – please drop by our stand and say hello.

To ensure that research has an impact, we need to identify what the key research questions facing accounting standard setters and regulators are today. With this in mind, we have organised a panel session at the BAA conference in Blackpool on 3rd April to consider the role of normative research in answering these questions – panel members will include Alan Teixeira from the International Accounting Standards Board and Andrew Lennard from the UK Accounting Standards Board. If you are attending the BAA conference I hope that you will attend and contribute to this important debate. If you are unable to attend the conference or the session I would be pleased to hear your ideas on the role ICAS can play in encouraging more policy relevant research.

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Christine Helliar

Professor Christine Helliar
Director of Research

Research Events

ICAS is committed to widely distributing the findings of its research publications to members, policy makers and other interested policy makers. As part of this initiative a number of research events have been held or are being organised to publicise and encourage debate on the findings and policy implications of ICAS research.

Credit Rating Agencies: Meeting the Needs of the Market?

The recent turmoil in the financial markets following the subprime mortgage crisis in the US has highlighted the role of credit rating agencies and whether they are truly meeting the needs of the market.

On 27th November 2007, ICAS - in association with the Association of Corporate Treasurers (ACT) - held a breakfast discussion event in London to launch the ICAS research publication: *Credit Rating Agencies: Meeting the Needs of the Market?* by Angus Duff and Sandra Einig. The topical event was attended by over 120 ICAS and ACT members and policy makers and chaired by the president of ICAS, Isobel Sharp. Angus presented the main findings from the report, which was followed by a panel discussion and questions from the audience. The panel members were:



- Michael Day, Group Treasurer at Pearson, plc
- David Bailey, Manager of the Capital Markets Sector Team at the Financial Services Authority
- Barbara Ridpath, Executive Managing Director and Head of Ratings Services, Europe at Standard & Poor's
- Tim Barker, Head of Credit Analysis at Morley

Following the success of this event a further discussion event is being held in Brussels on 15 April 2008 with the ACT and the Association of Corporate Treasurers in Belgium (ATEB). The audience will include European Commission representatives and MEPs, and the panellists will be:

- John Holmes, Group Treasurer at Etexco SA
- Blaise Ganguin, Managing Director and Chief Credit Officer for Europe at Standard & Poor's
- Hélène Séré, Head of Credit Research, Global Markets at Fortis
- Ieke van den Burg, Member of the European Parliament

The credit rating agencies have recently announced changes in an attempt to address some of the criticisms they have faced. It is hoped that this event will contribute to the debate as to what further changes, if any, are required.

For further details of this event and how to register please see the event flyer which is available on the website at www.icas.org.uk/research.

Angus will also be presenting his findings at a joint American Chamber of Commerce and Professional Risk Manager's Association event on 4th June 2008 in Luxembourg.

Research Events

Good Governance Practice in AIM Companies – Myth or Reality?

AIM is characterised by its innovative and entrepreneurial companies and a simplified approach to regulation. But is this light touch approach to corporate governance working? What are the risks of this approach and the characteristics of good governance in AIM companies?

On 10th April, in London, ICAS and the Quoted Companies Alliance (QCA) are holding a discussion event to consider these issues and launch the report: *Corporate Governance in AIM Companies* by Chris Mallin and Kean Ow-Yong. The event will include a presentation by Chris on her findings and will then be followed by a panel discussion and questions from the audience. Panel members are:



Professor Chris Mallin

- Chris Hodge, Head of Corporate Governance Unit at the Financial Reporting Council
- Gerry Beaney, Head of Capital Markets Team, Grant Thornton
- Tim Goodman, Manager at Hermes
- Chris Ogle, Finance Director of Artilium plc

For further details of the event and how to register please see the event flyer which is available on the website at www.icas.org.uk/research.

ICAS Charities Conference

Lorna Stevenson and Gwen Hannah will present findings from their research project: *An Exploration of Scottish Charities' Governance and Accountability* at the annual ICAS Charities Conference on 7th May 2008 in Glasgow. The conference attracts charity trustees, advisors and regulators. The research report by Louise Crawford, Theresa Dunne, Gwen Hannah and Lorna Stevenson, from the University of Dundee, is due to be published in the summer of 2008.

Other speakers at the event include Professor Lorne Crerar.

The conference is run by CA Business Courses and is open to non-members. For further details, please visit the ICAS website.

What do you do now?

To launch David Molyneaux's report: *What do you do now? – Ethical Issues encountered by Chartered Accountants in Practice*, an event will be held at CA House in Edinburgh in May 2008. The event will include a presentation by David and a question and answer session with a panel including Richard George, Chair of the International Ethics Standards Board for Accountants. Further details will be available shortly.



Research Events

British Accounting Association Conference ICAS Panel Session - Normative Research 3rd April 2008 - 11.00 -12.30 pm



The ICAS Research Committee is keen to continue to encourage research that can focus on the real and relevant issues of today. As part of this initiative the research centre has organised a Special Panel Session at the British Accounting Association Conference on Thursday 3 April 2008 between 11.00 and 12.30 am on Normative Research.

The session will be chaired by Professor Christine Helliar and will include:

- Alan Teixeira, International Accounting Standards Board
- Andrew Lennard, UK Accounting Standards Board
- Professor Geoff Whittington, UK Accounting Standards Board
- Professor Mike Jones
- Professor Ken Peasnell
- Professor Pauline Weetman

The session will address the following questions:

- What is normative research?
- Should you be doing normative research?
- What are the key research questions facing accounting standard setters and regulators today?
- Can you help to answer any of these questions?
- Are there any answers to these difficult questions?

We hope that you will join us at this session if you are attending the BAA conference and will contribute to the debate. If you are unable to attend we would welcome your thoughts on these issues – please contact us at research@icas.org.uk.

New books published

Credit Rating Agencies: Meeting the Needs of the Market?

Angus Duff and Sandra Einig - The University of West of Scotland

ISBN 978-1-904574-20-0

The recent turmoil in the international financial markets following the subprime mortgage crisis in the US has raised questions about the role of credit rating agencies, such as whether credit rating agencies are meeting the needs of the market and whether there is a need for increased regulation. This timely publication looks at the views of market participants before the crisis and provides an insight into the rapid development and practices of the agencies.

The report commences with background information on the credit rating industry, including information on: the structure of the market; the ratings process; the perceived global domination of the market by two main players - Standard & Poor's and Moody's; the recent criticisms that the agencies have faced; and international calls for greater supervision and accountability of the agencies. Against this background commentators have questioned whether credit rating agencies are providing an adequate service.



This research attempts to resolve some of these issues by gathering views of market participants in the UK on credit rating agencies and the characteristics of a 'quality rating'. The authors found that users had confidence in the independence of the rating agencies and found no evidence of a need for more formal regulation. The report

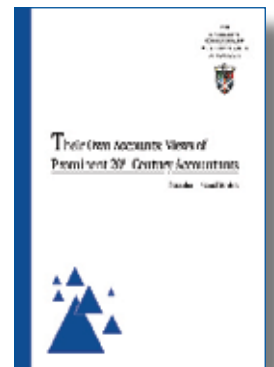
concludes with policy implications for the industry and identifies areas for future research, including an assessment of how market participants' views have changed as a result of the turmoil encountered in the credit markets in 2007.

Their Own Accounts: Views of Prominent 20th Century Accountants

Michael Mumford - Lancaster University

ISBN 978-1-904574-36-1

This oral history report is based on transcripts of interviews with prominent twentieth century accountants, namely: E. Kenneth Wright; Jack Clayton; Sir Basil Smallpeice; and Bruce Sutherland, carried out by Michael J. Mumford in the late 1970s and early 1980s. The interviews highlight that accounting issues which are highly relevant today were also of concern in the mid-twentieth century, such as the use of judgement and the level of detail required in accounting standards.



The interviews provide a valuable insight into the development of the profession and accounting practice. They cover a period of significant change, with the advent of the Second World War, the influence of US accounting practices, the growth of large-scale companies, the divorce of ownership and control, and a growing securities market. New accounting problems emerged and key issues noted from the interviews included: recognition of income; taxation; accounting for changing prices; group accounting; development of accounting standards; and management costing.

In addition to the four interviews recorded in the book, a further eight interviews are available to download from the ICAS website. These interviews are: Lawrence W. Robson; Stanley Dixon; Eric Hay Davison; Norman G Lancaster; William W. Fea; William T. Baxter; Harry Norris; and Godfrey Judd.

New books published

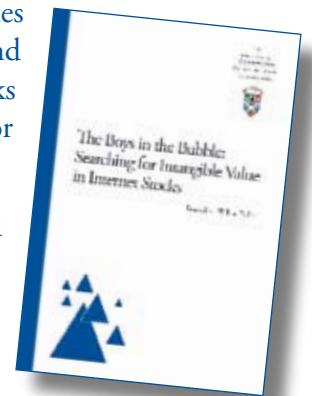
The Boys in the Bubble: Searching for Intangible Value in Internet Stocks

William Forbes - Loughborough University

ISBN 978-1-904574-33-0

This report studies the internet boom in the late 1990s and its subsequent collapse in 2000. The dissemination of internet access was an enormous societal and economic change, and this industry continues to be an innovator of new ideas, with current developments such as YouTube, Facebook and MySpace. The debate on how to value internet businesses continues and this report seeks to further knowledge in this area by studying two possible sources of intangible value for internet firms – web site popularity and the retention of the founding entrepreneur.

The report undermines the claim that web traffic is a useful valuation technique and predictor of future revenues and finds that the retention of a founding entrepreneur after the initial public offering can adversely affect firm value. This raises interesting questions for the wider business community as to whether the skills of entrepreneurs lend themselves to the ongoing management of businesses.



Corporate Governance in Alternative Investment Market (AIM) Companies

Chris Mallin and Kean Ow-Yong - University of Birmingham

ISBN 978-1-904574-44-6

AIM is the leading market for smaller, growing companies from all over the world. Since its launch in 1995, over 2,500 companies have chosen to join AIM, creating a unique community of innovative and entrepreneurial companies. One of AIM's key features is its simplified regulatory environment specifically designed for the needs of smaller companies. This means that AIM companies are not obliged to abide by the UK's Combined Code. However, it is considered best practice for AIM companies to comply with good corporate governance practice as far as possible and to this end the Quoted Companies Alliance (QCA) has produced Guidelines on Corporate Governance for AIM Companies, based on the UK's Combined Code.

This report elicits the views of AIM company directors, AIM investors and AIM nominated advisors (NOMADs) on corporate governance issues. The study includes a detailed analysis of corporate governance statements in the annual reports of 300 AIM companies to assess the overall compliance with the Quoted Companies Alliance guidelines and to determine which areas may prove problematic for these smaller companies.

The study identifies that the 'lighter touch' on corporate governance for AIM companies seems to be working quite well with institutional investors recognising that full compliance with the Combined Code is not always appropriate for AIM companies. The report, however, highlights a concern that a damaging financial collapse or scandal is only a matter of time. This concern suggests that although the current framework seems to be working the sector should not be complacent. The authors conclude with important and potentially far reaching policy implications for the sector.

New books published

An Analysis of the Role of the Textbook in the Construction of Accounting Knowledge

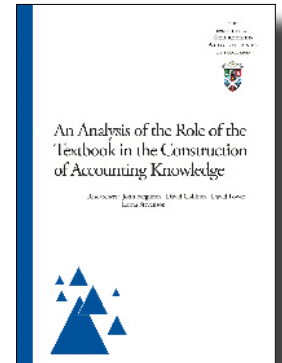
John Ferguson, David Collison, David Power, Lorna Stevenson - University of Dundee

ISBN 978-1-904574-41-5

The education of future generations of accountants is critical to ensure the quality and reputation of the accounting profession. This report examines to what extent textbooks and training manuals used in university and professional education encourage independent learning and ethical awareness among students and enable future accounting professionals to engage in critical thinking.

This study assesses how authors and publishers decide upon the content of textbooks and training manuals; whether such texts refer to a broad range of corporate stakeholders or to a narrower view of reporting to shareholders, and how such texts are used by both educators and students.

The report identifies that the two main influences on the content of textbooks are: the ability to increase sales and the syllabi of professional accountancy bodies. Cost and time constraints appear to limit the inclusion of wider material and thus texts and training manuals have a shareholder/investor emphasis with an assumed primary goal of profit maximisation. The discussion of wider interests and goals are limited and there is evidence that such texts impact on students' future views of business and accountancy. The authors conclude with a number of important recommendations for the stakeholders within accounting education to consider – not least the need to consider whether current accounting texts and education should be widened to include the social and environmental aspects of accounting and the ethical dimensions of, and implicit values reflected in, different forms of organisations.



The Impact of Financial Incentives on Decision Making: Further Evidence

Ian M Dobbs and Anthony D Miller - Newcastle University

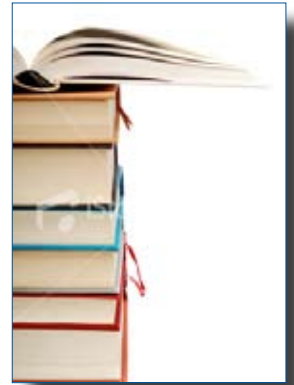
ISBN 978-1-904574-37-8

Do financial incentives improve decision making and motivate performance? The use of financial incentives is widespread and believed to work but what evidence is there to support their continued use? This research furthers the work undertaken by the authors on financial incentives published by ICAS in 2006. The project takes a laboratory experiment approach to test the theory that formal performance related rewards increase the use made by decision-makers of valuable information and, in turn, lead to improved decision-making.

The experiment found that profit performance was strongly and significantly related to the level of profit-related incentives. The research highlights the importance of individuals understanding the structure of incentive schemes for them to be effective. The research also identified that irrespective of incentives, individuals perform better when they have an intrinsic interest in something or wish to please. Therefore recruitment of the "right" individual for the job remains a key factor in performance.



New books published



Regulating Accounting in Foreign Invested Firms in China: From Mao to Deng

Mahmoud Ezzamel and Jason Zezhong Xiao - Cardiff University

ISBN 978-1-904574-39-2



The rapid expansion of China's economy and the move towards globalisation of business increases the pressure for greater global harmonisation of accounting standards. Indeed, the risk and cost to industry of non-compatibility with global accounting standards can be high. However, the issue of cultural differences in the quest for global accounting harmonisation cannot be ignored.

This report aims to address some of these issues arising in China by providing a better understanding of the extent to which political, economic and ideological changes and the development of foreign direct investment have impacted upon accounting regulation in China. The interaction between accounting regulations for foreign invested firms, domestic firms and IFRS is also considered, highlighting the need to recognise the cultural peculiarities of China. The authors conclude with important and far reaching policy implications.

Coming soon...

What Do You Do Now? - Ethical Issues Encountered by Chartered Accountants in Practice

David Molyneaux - Aberdeen University

How often do we ask ourselves "*what should I do*"? This report collates 28 true life ethical scenarios faced by accountants either in practice or business. The objective of the report is to bring ethical problems to life and to encourage debate and understanding of such issues rather than providing definitive answers. Instead each case concludes with an analysis entitled "What do you do now?" to identify the factors and issues which need to be considered.

All our new publications can be downloaded free of charge from the ICAS website: www.icas.org.uk/research. If you would prefer to order a hardcopy - priced £15 - please contact Angie at the Research Centre on 0131 347 0237 or email: research@icas.org.uk

New grants awarded



Intellectual Capital Disclosure Policy and Effects on the Cost of Equity Capital

Musa Mangena and Richard Pike - Bradford University

The central theme of this research is whether greater intellectual capital disclosures in the company's annual report have consequences for the cost of capital. Over the last decade, intellectual capital has attracted considerable interest from both practitioners and academic researchers, stimulated primarily by the perceived role it plays in the value-creation processes and activities within organisations. Intellectual capital is seen as an integral part of the firm's value-creating processes. However, given that intellectual capital is not reflected in the financial accounts, the information asymmetry between companies and users of financial reports has increased.

Whilst the literature suggests greater disclosure of intellectual capital lowers the cost of capital, there is no evidence to support this. This project will explore the relationship between intellectual capital disclosure and cost of capital in two main dimensions. First, whether variations in intellectual capital disclosure can explain the differences in the cost of capital of UK companies. Second, how intellectual capital disclosures can interact with other types of disclosures to influence the cost of capital.

The Future of Audit Assurance: A Focus on the Management Commentary Discussion Paper of the IASB

**Ian Fraser and Bill Collins - University of Stirling
William Henry - Glasgow Caledonian University**

The publication of the discussion paper "Management Commentary" by the International Accounting Standards Board (IASB) emphasizes a growing trend towards a narrative, rather than a financial, emphasis in corporate reporting. These developments highlight further issues as to the associated audit assurance that, firstly, may be expected by corporate report stakeholders and, secondly, may be provided by the audit profession. This project investigates these two issues in consecutive stages and is expected to provide evidence as to the potential expectations gap that may exist in respect of management commentary. The research is also relevant in a more general sense to the future of audit assurance. A consideration of possible audit assurance on management commentary may be a useful first step in this direction.

**RESEARCH GRANTS ARE FUNDED
BY THE SCOTTISH ACCOUNTANCY
TRUST FOR EDUCATION AND
RESEARCH**

SATER
The Scottish
Accountancy Trust
for Education and
Research

New grants awarded



Intellectual Capital Disclosure Decisions by UK Companies

Vivien Beattie - Glasgow University
Sarah Thomson - Heriot Watt University

This study will conduct a questionnaire survey, with follow-up interviews, of finance and marketing directors to obtain the views and opinions of UK quoted companies in relation to intellectual capital and its disclosure. There are five main research questions:

- 1) What is the view of finance and marketing directors regarding the relative importance of the various components of intellectual capital to generating company value?
- 2) What is the relative importance of the various components of intellectual capital in the disclosure decision?
- 3) How do the costs and benefits of intellectual capital disclosure relate to the various intellectual capital components?
- 4) How do the costs and benefits of intellectual capital disclosure relate to the annual report as a vehicle for communication in comparison to other forms of communication?
- 5) To what extent is, and should, the annual report be used as a vehicle for disclosure instead of, rather than addition to, other forms of communication?

Small project grants awarded

The Impact of the Adoption of IFRS on Executive Compensation Design

Lisa Shifei Liu and Ann Ling-Ching Chan - University of Liverpool

Influence of the Business Review on Key Performance Indicator Reporting in the UK Media Sector

Venancio Tauringana - Bournemouth University
Musa Mangena - Bradford University

Competition, Choice and Governance in the UK Audit Market: Survey Evidence

Kevin McMeeking - University of Exeter

The Implementation of IFRS in Italian SMEs

Theresa Dunne and Christine Helliard - University of Dundee and Cristian Carini, Claudio Teodori and Monica Veneziani - University of Brescia, Italy

Understanding Plagiarism in Accounting Education: A Cross-cultural Study Between UK and Overseas Students

Xin Guo (Michael) and Angus Duff - University of West of Scotland

New grants awarded



Seedcorn grants awarded

The Usage of Social and Environmental Accounting Information by NGOs: Insights from Case Studies

Sonja Gallhofer and Jim Haslam, Dundee University

Implications of E-Business for Audit Practice and University Audit Education

Amr Kotb and Clare Roberts, Aberdeen University

The Use of Corporate Websites as an Investor Relations Tool: An Empirical Examination on Jordanian Companies' Website Usage

Amer Qasim and Clare Roberts, Aberdeen University

Applications for Research Funding

CAS is committed to supporting and encouraging high quality research which is timely, relevant to the public interest and useful to the accounting profession.

If you would like informal feedback on a research proposal, please contact Christine or Michelle at the Research Centre.

For details of our application process, please contact the Research Centre or visit our website at www.icas.org.uk/research

Small projects - research results

The Role of Accounting Information in High Street Fashion Retailing

Ingrid Jeacle - University of Edinburgh
Chris Carter - University of St Andrews

The aim of this project was to gain insights into the role of accounting information in high street fashion retailing.

Interviews were conducted with staff from key functions within a UK based fashion retail chain. These functions included: design, buying, merchandising, logistics, production, finance and accounts. This chain has approximately 275 stores throughout the UK and is one of eight brands within an international fashion retailing group. The chain has its own design team who determine the features of the product in line with the latest fashion trends. Garments are then sourced by the chain's buyers, generally through an Asian or Eastern European manufacturer, although the chain has access to a group owned production facility. Logistical staff oversee the transport of finished product into the UK and its subsequent distribution to stores, whilst merchandising staff continually monitor inventory levels to ensure an optimum balance is maintained.

An important distinction arose between accounting personnel and accounting information. Accounting staff, in the form of the finance and accounts teams, provided a valuable supporting role to the business in terms of forecasting activities and processing of transactions. However, the business itself is essentially determined by three key roles: design, buying, and merchandising. Accounting information was found to be an important component in the daily decision processes of these three functions. Evidence of this was found in at least two of the dilemmas which are inherent in high street retailing:

1. The Commercial versus Creativity Dilemma

The high street fashion chain faces the constant dilemma of offering catwalk fashion to the mass public at an affordable price. This dilemma manifests itself within the

organisation in the form of the interactions between the design team and the buying function over a garment's design. The designers will push to create the most fashionable garment possible whilst the buyers will be seeking a cost effective solution that will maximise product margins. Accounting information is an important constituent within these discussions. Detailed information on the cost implications of modifications in a garment's cut or trimmings form a significant element of product deliberations.



2. The Quick Response Dilemma

The fashion industry is notoriously fickle. The speed at which fashion changes poses a particular dilemma for a high street retailer: if it does not respond in a sufficiently fast manner to the latest fashion trend it will lose sales to competing stores and be left with unfashionable, unsaleable stock in its own stores. Cutting lead times from suppliers is one obvious means of achieving a quick response; however, careful inventory management is also vital. The role of the merchandiser is central in this regard. The merchandiser monitors inventory movements by product line at each of the chain's stores. Accounting information in the form of detailed sales analysis and inventory holdings are a fundamental tool in this process.

These preliminary findings indicate that accounting information, if not accounting personnel, play a significant role in the daily decision making processes within fashion retail organisations. They also suggest the potentially rich insights into management accounting practice that are on offer from investigating alternatives to the traditional manufacturing organisations.

Seedcorn projects - research results

The Usage of 'Social and Environmental' Type Accounting by Charities and NGOs

Sonja Gallhofer and Jim Haslam - University of Dundee

This preliminary research project was undertaken to enhance contacts with key representatives of charities and non-governmental organisation (NGO) campaign groups. The key objective was to explore interview and research collaboration possibilities in relation to the usage of 'social and environmental' type accounting/reporting by such organisations.

The researchers aimed to further previous work on notions of enabling accounting information and better accounting for better society. NGOs were named as a stakeholder group in *The Corporate Report*, in relation to corporate accounting and accountability information of broad scope. Campaigns of charities often share common features with NGO campaigns. How organisations like charities and NGOs make use of accounting or reporting, including social and environmental reporting, as an important source of information and disclosure about business corporations, is a key area for exploration in attempts to assess accounting's role in society. The researchers wished to explore the actual usage of social and environmental accounting but also the potential usage and opinions thereon.

Preliminary interviews were held with a number of key representatives of charities and leading NGOs. This included interviews with key representatives of two of the UK's leading charities to explore in a preliminary way

their campaigning activity, broadly conceived, and its interface with social and environmental accounting.

Preliminary findings in respect of the usage of social and environmental accounting included the following:

- Charities and NGOs are concerned to make use of social and environmental accounting, and are open to doing this in a variety of ways, in relation to furthering their campaign interests;
- Current usage may be limited and not well informed. There are also serious resource pressures that pose obstacles to progress in this area;
- Charities and NGOs are interested in engaging in or supporting informed lobbying for better kinds of information that would better serve their interests.

The researchers found willing contributors for case studies and interviews and gained valuable insights for the development of a questionnaire survey. The researchers intend to develop a research proposal seeking funding from ICAS for a research project that would subsequently lead to the production of an ICAS monograph in this area.



Other ICAS technical publications

Bean Counters or Business Leaders?: Public perceptions of the Accountancy Profession

ICAS has published research that it commissioned on public perceptions of the accountancy profession. The main findings of the research revealed that the public believe that professional accountants carry out their roles with integrity and positively affect the ethics of the organisations in which they work, but the responses also raise important issues for the profession as a whole. Responses indicated that the roles of accountants employed in business are primarily seen as 'task-led' rather than strategic.



The report also sets out the actions which ICAS has taken to date or intends to undertake in future to tackle the issues identified by the research.

The report is available on the ICAS website at http://www.icas.org.uk/site/cms/download/aa_Bean_Counters_or_Business_Leaders_200803.pdf

Principles into Practice: Key points from the Brussels Roundtable and Debate September 2007

This report records the proceedings at a joint event held by ICAS and the European Federation of Accountants (FEE) in Brussels in September 2007. At the event an expert panel considered how principles-based financial reporting could be applied consistently across the EU. The panel strongly supported principles-based financial reporting across the EU, underpinned by some guidance to avoid a drift towards an overly complex rules-based system. The need for a strong and robust pan-European oversight and regulatory system was highlighted, using intelligent and



judgment-based regulation. The panel agreed that the EU needs to continue to call for the IASB to produce less complex standards with clearer principles

The panel members were: Isobel Sharp, President of the Institute of Chartered Accountants of Scotland and a partner in Deloitte; Hans Van Damme, Deputy President of FEE, Chair of FEE's Financial Reporting Policy Group and a Partner with KPMG; Stig Enevoldsen, Chairman of the Technical Experts Group of the European Financial Reporting Advisory Group (EFRAG) and a partner with Deloitte in Denmark; Geoff Barnes, CEO and Chairman of Baker Tilly International; and Paul Koster, Chairman of CESR-fin, the Committee of European Securities Regulators financial reporting group.

The report can be downloaded from the ICAS website at http://www.icas.org.uk/site/cms/download/Principles_Into_Practice_Brussels.pdf

Appraising Your Auditors: A Guide to the Assessment and Appointment of Auditors

When should a company put their audit out to tender? What are the tell-tale signs of senior management getting too close to the external auditor? This updated guidance for audit committees assessing their company's external auditors is designed to help answer these and other key questions about the audit process. The guidance includes a flowchart and a series of practical questions to ensure that the audit committee is asking the right questions at the right times on behalf of shareholders.



The guidance is available to download from the ICAS website at:

<http://www.icas.org.uk/site/cms/contentviewarticle.asp?article=5240>

Other ICAS technical publications

A Guide for Private Company Directors

In order to manage and grow a company successfully the members of the board need to know what is expected of them, both individually and collectively, and how to measure the achievement of these expectations. This guide describes the responsibilities of board members and also considers risk management and internal control for private companies. Using the principles of the Combined Code, this booklet sets out a framework of governance suitable for private companies.

A copy of the guide will shortly be available to download from the ICAS website at <http://www.icas.org.uk/site/cms/contentCategoryView.asp?category=337>

The ICAS Annual Aileen Beattie Memorial Lecture

On the 1st April 2008 John Griffith-Jones will deliver the second Annual Aileen Beattie Memorial Lecture at the Scotland Office, Dover House, Whitehall entitled "Towards an Even Better Profession". John Griffith-Jones is Chairman and Senior Partner of KPMG UK and Joint Chairman of KPMG Europe LLP.

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Dates for your diary

10th April 2008	Good Governance Practice in AIM Companies - Myth or Reality? 60 Cannon Street, London
15th April 2008	Credit Rating Agencies: Meeting the Needs of the Market? Scotland Europa, Brussels
18th - 19th April 2008	BAA Auditing SIG Conference Park Plaza Hotel, Cardiff
23rd - 25th April 2008	EAA Annual Congress Erasmus University, Rotterdam
19th - 21st May 2008	BAA Accounting Education SIG Conference Seville
20th June 2008	BAA Scottish Doctoral Colloquium University of Glasgow
11th September 2008	BAA Scottish Conference University of Glasgow

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