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CHAIRMAN'S ADDRESS



As well as being the Chairman of SCAF I'm also a Fellow of the Association of Cost Engineers (ACostE) and a council member. In February this year I

attended the ACostE council meeting in London to represent SCAF as we have a MOU with them. The ACostE are a larger organisation than SCAF with more than 1,700 members, consisting of more diverse disciplines than ours including cost engineers, cost estimators, quantity surveyors, project controllers, project managers and others. The council had a number of items to discuss including the development of a new website, their annual conference and the application for a royal charter. I was glad to see the council vote not to organise an independent conference in June, but will join with SCAF and the International Cost Estimating and Analysis Association (ICEAA) to organise a joint conference in Bristol during October. It was a good council meeting where they offered an ACostE team for our SCAF challenge in April.

In February I was also fortunate to attend the ICEAA conference in Ottawa, Canada. This was a 2 day conference, similar to the US conferences with multiple tracks of speakers. It was only their second annual ICEAA conference in Canada so I was impressed when there were 140 attendees. I presented a paper comparing the maturity of the cost communities in the UK and USA based upon the Cost Engineering Health Check (CEHC) e-voting assessments that we conducted at SCAF and ICEAA respectfully.

During the conference I took the opportunity to meet with Megan Jones from the ICEAA Admin office and discussed the arrangement for the ICEAA Bristol conference. The call for papers was the priority on

our agenda and you will see that Neil Morrill our SCAF secretary has now issued the call for abstracts through the ICEAA website, so book early as it's going to be a popular event. While in Canada I also visited the QinetiQ office in Ottawa and met some colleagues to discuss business opportunities.



On my return to the UK Megan held a SCAF / ICEAA conference call and we agreed the sponsorship packages with Andy Langridge and Jason Dechoretz for the Bristol event. If you are interested in sponsoring the ICEAA conference please let Andy know (Andrew.Langridge@pricesystems.com).

During my visit to Canada I discussed our society events with members of the ICEAA Canada committee who were very interested to learn from a more mature cost society what our members enjoyed as events, particularly regarding our SCAF challenge. I have therefore sent copies of previous challenges to them for consideration and it would not surprise me if they replicated the event format. Our SCAF challenge this year will be on April 19th at BAWA in Bristol and the teams seem more enthusiastic than ever, so please attend and see first-hand what our Canadian colleagues think is a brilliant event!

Dale Shermon

SCAF Chairman

Next SCAF Workshop

Practical Examples of Cost Estimating & Analysis

The SCAF 2016 Cost Estimating Challenge

Tuesday 19th April 2016

The BAWA Centre, Filton, Bristol



Following the success of the SCAF Challenge last year we are pleased to announce the SCAF 2016 Challenge and Training Workshop. The aim of this workshop is to provide an interactive training session in cost estimating through the presentation of case studies that have been conducted by professional teams from academia, industry and consultants with the added benefit of top-level critique by senior figures in the profession. It is our preference that the challenge is conducted by younger cost analysis staff rather than more experienced practitioners. The programme will be instructive, entertaining and suitable for a wide interest audience (estimators as well as managers). Participating Teams Include:



This is a learning exercise for the Teams and the audience. There is no pass or fail and certainly no “right answer.” We strive to keep the estimating spirit alive and to present a good cross-section demonstration of how world-class estimators approach the issue of analysing data and producing parametric cost estimating relationships, uncertainty analysis and decision making. The Senior Review Panel will review each oral presentation, ask questions for clarification, and compile an overview, which will be interesting and informative to the general conference audience in the final session of the workshop. The critique will focus on methodology, processes, presentation style and some lessons learned for others to emulate and not on the accuracy of the cost estimate.

Registration and Costs

This workshop is free to current SCAF members (which includes anyone who has attended a SCAF workshop/conference since September 2015). Non-members are welcome to attend at a cost of £80.00 per delegate, with discounts available for group bookings. These costs include all refreshments, a buffet lunch and free attendance to all future SCAF organised events until August 2016 (subject to availability).

Registration and coffee will be available from 09.15. The Workshop will commence at 10.00am. A 10% discount is available for group booking of 4 or more delegates and a 15% discount is available for group bookings of 10 or more delegates. Further details can be found on the SCAF website (www.scaf.org.uk) or by contacting the Secretary, Neil Morrill by email at: ndmorrill@dstl.gov.uk or call **030 6770 3450**

SCAF Workshop

Theme: “Support Solutions”

Tuesday 7th June 2016

The Conference Centre

Ribby Hall Village, Preston, Lancs



The delivery of a system, equipment or service is the beginning of the support period, but how is it going to be supported? If the support solution has not been considered by this time it's too late! The cost community has for many years considered the Whole Life Cost (WLC) of the systems, equipment and services that it estimates. Costing practitioners recognise that the acquisition part of the project life cycle needs to include the logistics and support activities necessary to plan and deliver the support solution. To enable us to forecast the support costs it is necessary to appreciate the support solution. Availability, Reliability and Maintainability (ARM) and the Integrated Logistic Support (ILS) community are good sources of assumptions and risks when estimating cost. This workshop will consider support solutions in the context of cost forecasting, why they are important, the variety of options available the techniques used for cost forecasting including hints and tips. Our speakers at the workshop include:

- **John Sharp**, *Group President, TFD* - “**The Advantages of an Activity-based Approach to the design, development, implementation and control of a sustainment system for complex equipment.**”
- **Allen Woods**, *Chief Executive Officer, JIT Software* - “**Mapping Defence for Canonical Modelling Purposes**”
- **Gareth Johnson**, *Estimating Group Leader, BAE Systems* - “**Estimating Fiction**”
- **Stuart Cole**, *Consultant, Arke Ltd* - “**Divergence Assessment: addressing the flaws of support cost predictions**”
- **John Gallagher**, *Management Consultant, Systecon (UK) Ltd* – “**Pooled Inventory**”
- **Alan Jones**, *Independent Consultant, Estimata Ltd* – “**Projecting Random Arisings and Failures**”
- **Katie Renton**, *Managing Consultant, BMT*, “**Cost Modelling Obsolescence Management**”

Registration and Costs

This workshop is free to current SCAF members (which includes anyone who has attended a SCAF workshop/conference since September 2015). Non-members are welcome to attend at a cost of £60.00 per delegate, with discounts available for group bookings. These costs include all refreshments, a buffet lunch and free attendance to all future SCAF organised events until August 2016 (subject to availability).

Registration and coffee will be available from 09.15. The Workshop will commence at 10.00am. A 10% discount is available for group booking of 4 or more delegates and a 15% discount is available for group bookings of 10 or more delegates. Further details can be found on the SCAF website (www.scaf.org.uk) or by contacting the Secretary, Neil Morrill by email at: ndmorrill@dstl.gov.uk or call **030 6770 3450**

Letter from the Editor

By Arthur Griffiths, SCAF Newsletter Editor



Some say that analysts never retire. It is said because their heads are full of numbers, patterns and trends and that they find it difficult to switch off. There is no delete button to download all the information and data to some cloud somewhere in the sky. Have you noticed how they shake their heads with a touch of disbelief when they see an estimate for a future programme and how they can swiftly re-call information and patterns to confirm their intuition – **“it doesn’t look right and it doesn’t feel right”** are often used phrases to contradict the figures and/or timescale. And phrases from managers that are akin to **“bucking the trend, novel technology, etc”** just exaggerate the head shake and immediately increase the uncertainty and risk.

My family berate me sometimes for similar views on domestic purchases and comments on things I read in the media. Our SCAF challenge this year will test a lot of these perceptions. The question of how the EU Ecodesign Directive 2009/125 on vacuum cleaners will affect known design parameters and costs will certainly challenge the teams.



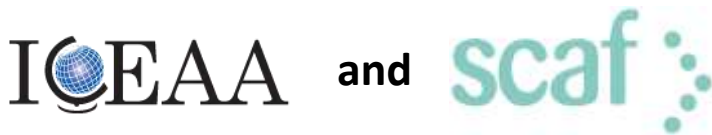
The phrase **“my motor is bigger than yours so it is therefore better than my competitors”** was often used in advertising new products. However, the EU’s Ecodesign Directive 2009/125, is meant to encourage manufacturers to develop appliances that require less electricity to produce a much more efficient performance.

This is not a new idea, the EU is following moves in the US to reduce electricity demand by switching to appliances that are much more efficient; washing machines are now on sale that have cut energy use by 75 per cent, are 45 per cent cheaper – and even wash clothes better. This is all part of a drive to promote “demand side management”, by devising ways to cut electricity demand without reducing performance.

The implementation of the directive will be challenging and historical information and data on known products may not be relevant any more. I am sure that you will enjoy hearing from the teams on their approaches to answering the question.

On a much wider note, I recently re-read the book entitled **“Making Ends Meet”** by Dr David Kirkpatrick, one of our Honorary Life Members and Emeritus Professor at University College London. The book challenged the concept of balancing the finances with the military requirement. Although this was directed at the 2010 Strategic Defence and Security Review it was equally applicable to the 2015 review. Budgets are being squeezed and I am sure that a lot of analysts are busy attempting to reconcile what was said in the review to the reality of how to implement it within the budget constraints.

This is no easy task as requirements are always changing. An example of scope growth was the e-borders programme (a good idea of tracking movement in and out of the UK). The concept sounded good but the Home Office £1Bn scheme was seen as a costly disaster before being scrapped in 2014. Maybe some more thought on the growing scope and cost could have prevented the cancellation but as has been said many times before **“if we knew the right costs then we may never have started”**. Look forward to seeing you all at the next workshop.



2016 International Training Symposium – CALL FOR PAPERS

17-20 October 2016, Bristol Marriott Hotel City Centre

Submit your abstract by April 27!

Every four years, ICEAA presents a conference in an international (non-US) venue to accommodate our international membership and to provide a unique experience meeting with professionals and friends from around the world.

We are seeking technical papers covering a wide variety of cost estimating and cost analysis topics for our [2016 International Training Symposium](#) in Bristol, UK, including, but not limited to:

- * Hardware/Software Estimating
- * Cost Estimating Models
- * Cost Growth Analysis
- * Cost Methodologies/Applications
- * Whole Life Cost Analysis
- * Decision Analysis
- * System of Systems Estimating
- * Cost Benefit Analysis
- * Earned Value Management
- * Benchmarking
- * Risk Analysis
- * Cost as an Independent Variable
- * Joint Confidence Level
- * Affordability Assessment

Presenting at the International Training Symposium is a great opportunity to demonstrate your expertise and contribute to the advancement of the profession.

Registration information available at:
www.iceaaonline.com/bristol2016

For questions or additional information, please email iceaa@iceaaonline.org



Submit your abstract online by

April 27:

iceaaonline.com/bristol2016/cfp

Registration and additional information at:

iceaaonline.com/bristol2016

Important Dates:

April 27, 2016 - abstract summaries & author bio(s) due

June 20, 2016 - Notification of accepted presentations

August 26, 2016 - Full abstracts, papers, presentations, and release forms due

Only those entries submitted with a narrative paper will be considered for Best Paper Awards.

The 2016 ICEAA International Conference & Training Symposium will be held at the Bristol Marriott Hotel City Centre between 17-20 October 2016, featuring:

- Easy access from London airports and rail stations.
- International networking opportunity with UK MoD, other government, industry and consulting professionals.
- Key government and industry keynote speakers.
- Subject matter experts providing technical workshops on the latest best practices, lessons learned, and emerging analytical trends.
- Full training programme to prepare for ICEAA's Professional Cost Estimator/Analyst (PCEA) certification, including an opportunity to sit for a proctored exam.
- Online access to all technical material during and after the conference.

The attendance fee is inclusive of full breakfast, lunch, reception, coffee/tea breaks, WiFi in conference areas, and VAT:

- Conference hotel: £120/night
- Conference Delegate rates:
 - £550:** government, academia, or groups of 5+ attendees from the same organisation
 - £580:** members of partnering organisations (listed below)
 - £625:** unaffiliated individuals

Registration and sponsoring information is now available. Please see the ICEAA website for more details: www.iceaaonline.com/bristol2016

Presented in partnership with:



Where do you want to be in 5 years time?

This question is often asked to employees and organisations during some form of annual appraisal or business review. The answer is meant to provide an understanding of people's expectations, ambition and vision for the future whether it for personal gain or business growth.

In this respect, SCAF is no different. Since its inception, two business reviews have been undertaken, the first in 2002 by David Daniel and the second in 2007 by Joe Harland. Both were decisive in identifying areas for improvement, growth and sustainment.

Much has changed since 2007 but one recommendation has fallen through the cracks. That is that a review, such as the previous ones, should be carried out at regular intervals (say every 5 years) to act as a check of the Society's business and role.

Prior to writing this, I had recently spoken to a few old colleagues who were surprised that SCAF was still operating under its own banner and even more surprised to learn of the level of growth since those early days to where the Society is now.

Most of you are aware of the origins of the Society which although formally formed in 1984 it actually began in 1979 by those who were PRICE model users and a UK group of the International Society of Parametric Analysts (ISPA). By 1983 the group had grown to around 30 members. However, at this time, UK cost analysts were using a variety of forecasting methods and perceived that the UK ISPA group would be too focussed on PRICE modelling to meet their requirements; furthermore, MoD Staff were reluctant to appear to be too closely associated with a single commercial tool. There were also some difficulties associated with attempts to turn the group into a semi-autonomous UK Chapter of ISPA.

As a result, a letter and questionnaire was circulated to individuals within the MoD and the defence, aerospace and electronics industry to ascertain support. Separately, the Royal Aerospace Society's (RAeS) Management Studies Group had become interested in cost forecasting and were encouraging the formation of a Society outside the RAeS to promote cost analysis and forecasting. As a result of a favourable response to the letter and questionnaire, SCAF was formed with a structure and constitution based loosely on that of a learned Society.

In those early days, seminars were an afternoon event with some 3 speakers followed by a debating/round table discussion session on the subject for the day. These were certainly lively and we all came away with a better understanding of the topic and the pros & cons associated with particular estimating and analysis techniques.

Today, our workshops are: well attended, achieve a good mix of young and experienced practitioners, attract good speakers and has expanded its geographical footprint with workshops regularly held in Bristol, London and Preston. The Society provides good value for money and we have invested on our website which contains an extensive library of papers and presentations that can be used for research and reference. We also have more formal links (through a Memorandum of Understanding) with the International Cost Estimating and Analysis Association (ICEAA) and the Association of Cost Engineers (ACostE).

So why the need for a review?

This is where we return to the question "Where do you want to be in 5 years time?"

The Society is in good shape. It is financially sound and is maintaining its role as an independent debating society which does provide totally unbiased, learned, seminars and advice. However, it would be naïve and unwise to rest on our laurels and therefore we, as an organisation, should aim to continuously strive to improve what we provide to our members.

Many of you have completed the questionnaires at the end of each workshop and these have provided an invaluable insight into the event itself and the comments have been regularly reviewed at the management committee meetings. It is our intention to follow these up with a series of questions and interviews to assist in developing the future strategy for SCAF.

I hope that as many of you as possible will join us in responding to the questionnaire to help form our future.

Arthur Griffiths

Editor

SCAF Summer Reception and Awards Banquet

7th July 2016

Bailbrook House Hotel, Bath



Following our successful event last year the management committee have again agreed to combine our traditional summer reception with an awards banquet.

This evening event will be held at the prestigious Bailbrook House Hotel commencing at 7.00pm. Attendance (including dinner) at the event is FREE (subject to availability) to SCAF members, their spouses and invited guests. Non-members are

welcome to attend at a fee of £40.00 per person.

We would encourage everyone who wishes to attend to register with the Secretary as soon as possible to avoid disappointment. For those wishing to stay overnight, discounted rates are available and bookings should be made directly with the hotel.

We hope that as many of as possible will attend and support this evening event.

Registration Details: Please contact the SCAF Secretary, **Neil Morrill** at ndmorrill@mail.dstl.gov.uk or call 0306 770 3450 to reserve your place.

Project Cost Control

2016 February Workshop, London

Generating a budget and establishing a schedule for a project or programme is challenging. There are many variables and cost drivers that can influence the baseline plan and the resources attributed to it. There is uncertainty in the estimating and potential deviations from the baseline caused

by foreseen and unforeseen risks. But this is just the beginning of the project. The project control function will periodically monitor the progress of the project or programme against this baseline and attempt to proactively control its journey until its completion. Along the way there needs to be the application of different project control and project management techniques to guide the project or programme to a successful outcome including earned value management (EVM), risk management, critical path analysis, benefits realisation, stakeholder management and so forth.



Dale Shermon chaired the workshop by providing a welcoming brief on the topic and an explanation on the importance on getting the initial estimates, budgets and control right.

The first speaker was **Mark Wright**, *Customer Relationship Manager, Cost Assurance and Analysis Services, Ministry of Defence*. His presentation entitled **“Delivery of Project Cost Control across Multiple Projects”**

described how CAAS was re-structuring by establishing domain facing customer relationship managers and customer teams. Mark explained that with an ever increasing demand for Project Control support out stripping supply, the need to ensure resources were effectively deployed to achieve maximum effect in meeting the customers' requirements was central to CAAS support. The presentation provided an insight into the approaches that would be utilised in the deployment and management of the Project Cost Control function whilst ensuring customer requirements are met. It was based around the Land Environment that included Weapons, Land Equipment and Logistics. Mark gave a few examples to demonstrate what could be achieved with Project Cost Control when up against it.



Sam Lilley, *Senior Consultant, Edif ERA* spoke on **“Organisations do not Operate in Isolation”**. Sam's presentation highlighted the importance of cost control as one of a range of “important factors to consider” in enabling successful project completion and effective organisational performance. The discussion initially considered the views of the organisation, both internally and in interaction with the environment and the subsequent impact of these variables for effective project control and delivery. Sam explained how Monte Carlo approaches combined with the use of a Risk Register could address Risk and Uncertainty in assisting effective project delivery before moving on to the application of cost monitoring and earned value management.

Her conclusions were that in an increasing age of globalisation organisations do not operate in isolation but within a dynamic and evolving environment presenting ever greater competing and changing demands and opportunities. It was important that these factors were considered when planning and delivering a project.

The presentation and discussion had suggested some beneficial approaches and management techniques to consider in the aim of enabling effective project management and cost control within the evolving business world.

Rory Cleland, Consultant, riskHive presented **“New EV Extensions for Advanced Cost & Schedule Forecasting: Experiences from the Queen Elizabeth aircraft carrier programme”**.

Rory explained that Earned Value was the baseline for Project Controls data within the construction industry and, increasingly, other sectors. However, it had been likened to navigating a drive through the countryside by looking in one’s rear-view mirror. Although many had attempted to ameliorate this issue by creating a broader range of ratios or by averaging out the range of ratios used. These results still did not give an accurate indication of cost/schedule forecast. Moreover, they all suffered in large and complex programmes. The problem arose in alliances, JVs and other multi-party projects involving multi-party ERP implementation where delays and reconciliations in finances caused wild spikes in financial results and ruined the analysis and utility of EV data. Rory Cleland’s paper implemented the ground-breaking research of Professor Byung-Cheol Kim in the use of (i) Bayesian analysis for EV-based cost forecasting, and (ii) the Kalman filter for EV-based schedule forecasting. The use of Bayesian analysis in cost forecasting reduced the impact of swinging financial data whilst also improving the predictive capability of the model. The Kalman filter is highly innovative because it allowed for the use of small sample sizes whilst not diminishing the results. In this way, it was largely unaffected by regular re-baselining of project schedules.



The first speaker after lunch was **Dr Stuart Wicks, Head of Business Analysis, Rolls-Royce Submarines**.

Stuart’s Paper was entitled **“Human Factors in Project Decisions”**. A simple title for a complex subject that challenged the audience’s perception and understanding of rational and irrational human behaviours.



Stuart’s presentation described that classical economic theory relied on assumptions about efficient markets and rational actors. In reality, decisions were made by humans who did not act rationally and the market environments in which projects operate were not efficient. This resulted in apparently irrational and unpredictable decisions that sometimes produced sub-optimal results.

The paper was summarised succinctly with the headline: **When we simply apply rational economic theory and optimisation models to projects:**

- We do not get reliable forecasts of what will happen.
- We shouldn’t be surprised when leaders do not take our advice.



Stuart made excellent use of Felix (rational) and Oscar (irrational) to explore and demonstrate Human perceptions and behaviour in decision making.



Sandeep Bassi, QinetiQ spoke on **“Optimism Bias - time for a change?”** and examined what Optimism Bias was conceptually and how it was accounted for within the MoD. He also gave a short critique on its current usage within the MoD together with an assessment on the way forward noting CAAS’s use of the HTA tool (presented by CAAS in the September 2015 Conference). Sandeep also proposed a new idea developed within QinetiQ - that of

pessimism bias within operating and support cost forecasting. Building of the original Optimism Bias work conducted by Mott McDonald it was good to see a view on alternative approaches to its applicability.



Our penultimate speakers were **Louise Carver and Neil Abbot, Atkins**. Their presentation was entitled **“Cost Modelling: A comparison of project and programme approaches”** but it was more than this.



Louise and Neil set about the issue that proving Value for Money across a programme was a challenge. They showed that programme level cost models had become increasingly common place within the MoD in order to better ascertain the overarching benefits achieved and assess implications of trade-off decisions across multiple related projects. These programme models were either large scale repositories with lots of project data or summarised lower fidelity data sufficiently to conduct rapid trade-off studies. The approach, advantages and disadvantages varied for building either type of model and the presentation and discussion explored the pros and cons of each. The question on what are the key factors to consider in project and programme level models has always been an issue and brings us back to the question “what is the purpose and scope of the model?” There is no doubt that we have all, at some time, had to consider the choice of model and here, maybe, is a list of questions we should be asking ourselves at the outset.

Outing the Outliers or “Tails of the Unexpected” was the subject of the presentation given by **Alan Jones, Estimata Ltd**. The rationale for the paper being that the estimate is the precursor to successful project cost



control. Inappropriate inclusion of data that should be regarded as an outlier may leave a project as unachievable or uncompetitive. Inappropriate exclusion of data as outliers may have similar consequential effects on our ability to deliver projects successful. Throughout the presentation Alan discussed and demonstrated some of the tests available to help us make an informed decision rather than a random guess on what data we should consider to be an outlier. His enthusiasm and experience guaranteed that

everyone got the picture when he said – *“Let’s get it right first time ... we’ll have plenty more chances to get it wrong again afterwards!”*

The Chairman’s closing remarks brought an end to what was an excellent workshop on a very relevant topic.

Our thanks to all the speakers and attendees for making this an excellent workshop enjoyed by all. We look forward to seeing everyone at our April workshop in Bristol. The presentations from the workshop are now available on the SCAF website.

Competition

“What is the best name suggested (or plural term used) for a collection or group of cost forecasters? Small prize for the winner. Suggestions please to editor@scaf.org.uk

33RD INTERNATIONAL SYMPOSIUM ON MILITARY OPERATIONAL RESEARCH (33 ISMOR)

26th to 29th July 2016

Royal Holloway, University of London, Egham, Surrey TW20 0EX, UK

SYMPOSIUM ANNOUNCEMENT AND CALL FOR PAPERS

ISMOR is an annual international symposium sponsored by the UK Ministry of Defence. Its purpose is to foster excellence in analysis and its application to defence and security through providing a forum for staff in government departments and agencies, international organisations, academia and industry. It is open to all who would like to participate in its discussions. Participants from all nations are welcome; recent symposia have included delegates from Australia, Brazil, Canada, Denmark, Germany, Israel, Korea, Norway, Poland, Singapore, South Africa, Sweden, Switzerland, Turkey, the UK and USA. The Defence Special Interest Group of the UK Operational Research Society and the US Military Operations Research Society both provide strong support. ISMOR is self-funding and non-profit making.

Attendance at ISMOR offers a unique opportunity to spend four days exploring the application of analysis to practical issues in defence and security with a wide range of colleagues from across the world. As well as inspiring experienced practitioners with exposure to new approaches, innovative solutions and providing informal testing of ideas, it offers excellent development to early career analysts and an opportunity for the users of analysis to understand its potential.

This year's ISMOR symposium will be held at Royal Holloway, University of London, from Tuesday 26th to Friday 29th July 2016. The venue is self-contained with all accommodation on-site, enabling delegates to complement the presentations, discussions and workshops with extended ad hoc discussion and networking.

The Programme

Papers and posters are sought on all aspects of the application of analysis to defence and security. ISMOR welcome practice-based papers that explore case studies, demonstrate new techniques, shed light on our most important issues or that bring a multi-disciplinary approach to solving today's problems (complementing OR with disciplines such as management science, risk, economics and human sciences).

On the Wednesday there will be workshops, a dedicated poster session and tutorials covering techniques, professional practice and case studies. Posters will be especially welcome from early-career analysts, who are able to attend the symposium at a specially reduced rate.

Our Venue

Royal Holloway is located next to Windsor Great Park, just 19 miles from central London and close to Heathrow Airport. There is easy access by train from London and the M25 and M3 motorways are nearby. Royal Holloway has modern conference facilities and accommodation as well as the historic Founder's Building, set in extensive grounds. All guest rooms are en-suite with complimentary Internet access. There are a fitness suite and sports facilities.

As an alternative to the Wednesday afternoon session, there will be an opportunity to visit the nearby historic town of Windsor.

Booking

The symposium will begin on Tuesday 26th July and will end after lunch on Friday 29th July. The cost of attendance will be £1,145. This fully inclusive fee covers the symposium, accommodation and all meals including the Symposium Dinner. For those with long journeys, it will be possible to stay on Monday night at extra cost.

For those unable to attend the whole event, it is possible to attend specific days. This will be at a cost of £250 per day, to include lunch and refreshments but not accommodation; overnight accommodation will be available at extra cost.

Early career analysts (under 30 years of age and in the first 3 years of an analysis career), undergraduate and postgraduate students and postdocs will be able to attend the full event for a heavily discounted price of just £600 including all meals and accommodation, or just £100 for an individual day without accommodation. Such delegates are especially encouraged to submit a poster for the Wednesday poster session.

All prices are subject to VAT at the current rate of 20%.

To secure your place at this year's symposium, please use the online booking facility at www.ismor.com. Payment may be made by credit or debit card, bank transfer or sterling cheque. Invoices and receipts are issued automatically when booking online. There is no additional fee for payment by credit card. Administration will be simplified if all delegates book online, even when payment is to be made offline.

Submission of Papers

If you are offering a paper or poster please submit an abstract (up to 200 words) to admin@ismor.com as soon as possible after online booking opens and certainly before 30th April. Papers will be selected on the basis of the abstract but there is also the option for full peer review of papers: if you wish to choose that, please indicate so when you submit your abstract. Notification of papers accepted will be sent with the Joining Instructions. Authors will be asked to give permission for publication of their paper on the ISMOR web site and an electronic copy will be required before the symposium.

Further information, updates to the programme and the archive of papers from previous years are at the symposium website: www.ismor.com. To receive updates on the symposium, please send your contact details to admin@ismor.com.

Peter Starkey

ISMOR Chair

Programme of SCAF Events in 2015/16

15 Sept 2015 SCAF 2015 Annual Conference and AGM, QEII Conference Centre, London.

*The fiscal situation remains very challenging whichever political party wins the election. Organisations today recognise that the business case is the basic requirement to secure funding and key financial metrics are underpinned by a real and detailed understanding of cost. The very moment that funding is needed is often the time when the creator's 'baby' needs the greatest attention – a tension that demands a rapid understanding of product and programme cost in particular. In this age of austerity, more than ever before, it is imperative that we aim to get more for less; it is important that we help decision makers to achieve their project goals whilst staying within their budget. **Copies of the presentations are available on the website.***

17 Nov 2015 SCAF Workshop Theme: Investment Appraisal: What's in it? The BAWA Centre, Filton, Bristol

*The UK Ministry of Defence is proposing changes to the financial instructions relating to the development and application of Investment Appraisals for project approval. This workshop will discuss the effects of the changes and their implication for Industry in delivering whole life costs and value for money options. **Copies of the presentations are available on the website***

02 Feb 2016 SCAF Workshop Theme: Project Cost Control, Royal Institution of Naval Architects, London

*Generating a budget and establishing a schedule for a project or programme is challenging. There are many variables and cost drivers that can influence the baseline plan and the resources attributed to it. There is uncertainty in the estimating and potential deviations from the baseline caused by foreseen and unforeseen risks. But this is just the beginning of the project. The project control function will periodically monitor the progress of the project or programme against this baseline and attempt to proactively control its journey until its completion. Along the way there needs to be the application of different project control and project management techniques to guide the project or programme to a successful outcome including earned value management (EVM), risk management, critical path analysis, benefits realisation, stakeholder management and so forth. **Copies of the presentations are available on the website***

12 Apr 2016 SCAF Workshop Theme: Annual Cost Estimating Challenge, The BAWA Centre, Bristol

The aim of this workshop is to provide an interactive training session in cost estimating through the presentation of case studies that have been conducted by professional teams from academia, industry and consultants with the added benefit of top-level critique by senior figures in the profession. It is our preference that the challenge is conducted by younger cost analysis staff rather than veterans. The programme will be instructive, entertaining and suitable for a wide interest audience (estimators as well as managers). Details of the case study are now available and

*interesting organisations wishing to participate should contact the Secretary, Neil Morrill as soon as possible. Teams will be selected at random if more than 7 apply. **Please contact the Secretary if you are interested in attending this workshop.***

07 Jun 2016 SCAF Workshop Theme: Support Solutions Modelling, The Conference Centre, Ribby Hall, Preston

*This workshop will consider support solutions in the context of cost forecasting, why they are important, the variety of options available the techniques used for cost forecasting including hints and tips. **Please contact the Secretary if you wish to attend this workshop.***

07 Jul 2016 SCAF Summer Reception and Awards Dinner, Bailbrook Hotel, Bath

*An opportunity to meet colleagues and friends in a relaxed environment and applaud this year's award winners. **Please contact the Secretary if you wish to attend this event.***

Nov 2016 SCAF Workshop and AGM Theme: Integrated Cost and Risk Analysis, The BAWA Centre, Bristol

Please contact the Secretary if you are interested in presenting a paper at this event

For further details on any of the above events please contact the SCAF Secretary, Neil Morrill by telephone on 02392 537 271 or by email: ndmorrill@dstl.gov.uk

Other Related Events

SCAF is not responsible for the content of any external websites published in this Newsletter

- 7-10th Jun 2016** 2016 ICEAA Annual Conference and Training Workshop, Atlanta, Georgia: Please see www.iceaaonline.org for further details.
- 26-29th Jul 2016** 33rd International Symposium on Military Operational Research (33 ISMOR), Royal Holloway, University of London, Egham, Surrey TW20 0EX, UK. Please see www.ismor.com for further details.
- 17-20st Oct 2016** 2016 ICEAA International Training Symposium, Marriott City Centre Hotel, Bristol. Please see <http://www.iceaaonline.com/bristol2016/> for further details. Please also note that SCAF and other associated organisations are supporting this quadrennial event.

SCAF Management Committee Meetings 2015/16

Date	Venue	Focus
06 October 2015	QinetiQ, Bristol	2016 events programme
10 November 2015	BMT, Fareham	2016 workshops content & SCAF challenge
08 December 2015	QinetiQ, Bristol	Finalise 2016 events programme and interim 2017 programme
12 January 2016	BMT, Fareham	Finalise challenge and financial budget for 2017
08 March 2016	QinetiQ, Bristol	Discuss awards nominations
17 May 2016	BMT, Fareham	Annual Conference, final details for awards dinner and committee nominations
12 July 2016	QinetiQ, Bristol	Annual Conference final details and November workshop interim programme
October 2016	QinetiQ, Bristol	2017 events programme and November workshop
November 2016	BMT, Fareham	Ideas for SCAF Challenge and February workshop
December 2016	QinetiQ, Bristol	Finalise 2017 events programme and interim 2018 programme

The committee would welcome any suggestions on particular topics that can be developed for debating at future workshops or for round table/panel discussion. We would also welcome any comments on changes or otherwise you might like to see to the workshop structure and content.

Please forward your comments to sec@scaf.org.uk where they can be put on the agenda for committee discussion and action.

Please also remember that the committee works for the members and will do their utmost to address any issues raised to the benefit of the Society.

SCAF Corporate Membership

Are you a company that sends 5 or more staff to any of our workshops? There are discounts available for block bookings with further flexibility offered for Corporate Membership. Further details can be obtained from the SCAF Treasurer, Dave Hedley email: dave.hedley@bmrcl.com



www.scaf.org.uk



Bridging relationships in cost estimating

For over 20 years the Society has sought to illuminate key issues in the analysis and forecasting of project costs—and to promote best practice within the cost forecasting community.

The Society provides a single point of contact for advice to those wishing to address key issues in the analysis and forecasting of costs and timescales of complex programmes.

Workshops and seminars are held at regular intervals throughout the year. A newsletter is published electronically 4 times a year.

Collaborative links with other societies has always been maintained and a library of relevant papers are available. A single annual payment at the Annual Conference entitles members to attend all the years' programme of SCAF events at no further cost. The Summer Reception is also provided free to SCAF members and their guests.

SCAF is committed to providing Continuing Professional Development (CPD) through the provision of its skills workshops and its support to Professional Development courses.

The Society is self-funded and a Not-for-Profit organisation that continues to provide its members with exceptional value for money.

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