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CHAIRMAN'S ADDRESS



Writing this article, in the period between Christmas and the New Year, it provides me with an opportunity to

relax and reflect on 2015. At the December SCAF committee meeting we had lunch together and socialised at the White Lion on Frenchay Common, Bristol. We had conducted the Society business and it was a great opportunity to catch up with friends and talk about their plans for the Christmas period and ideas for 2016. It has been another busy year for the SCAF committee and it closed with a great workshop in November looking at Investment Appraisals and asking the question 'What's in it?' I should have paid more attention; I don't recall Christmas being assessed as a value for money option?

It is important that we take time as cost engineers to stop and reflect. How did that study turnout? Was that estimate good enough? How could I better approach those stakeholders? Continuous personal development is important in all engineering disciplines, but none more so than in cost engineering. We are dependent upon the cost and technical attributes of past projects to improve our predictions in the future. We should all think about the projects and studies that we have completed in 2015 and consider; will I need those costs again? Where should I store them and what information should I store with the costs? It might not be useful to us, but the next generation of cost forecasters who come after us will benefit from this foresight.

In 2016 the SCAF committee has now confirmed that we will support the ICEAA conference in Bristol rather than holding our own SCAF conference. We were delighted with the SCAF conference this year in London at the QEII conference centre and we are

confident that the joint ICEAA / SCAF conference in October 2016, spread over three days, will be equally valuable to our members. I would draw your attention to the ICEAA training that will be conducted at this event with the examination. There are too few qualified cost engineers in the cost community; this conference will be a wonderful opportunity to gain a relevant qualification. In addition to the training track there will be three days of ICEAA / SCAF presentations and a separate presentation track supported by EACE, DACE, SSCAG and ACostE. Finally, over the three days there will be workshops providing a longer opportunity to hear about tools and techniques used internationally. Jason Dechoretz (ICEAA), Andrew Langridge (ACostE) and myself (SCAF) will be co-chairing the organising committee, please feel free to contact us if you have a New Year resolution to present a paper, run a workshop or to chair a conference track.

Well, I hope you had a great festive break and your batteries are recharged for the New Year. I think it's going to be another exciting year for SCAF. Get involved and make a difference to your organisation and customers.

Dale Shermon

SCAF Chairman

Next SCAF Workshop

Theme: “Project Cost Control”

Tuesday 2nd February 2016

The Royal Institution of Naval Architects

8 - 9 Northumberland Street, London, WC2N 5DA



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. Our speakers at the workshop include:

- **Mark Wright**, Cost Assurance and Analysis Service, DE&S, Ministry of Defence
- **Rory Cleland**, riskHive Ltd - “**New EV Extensions for Advanced Cost & Schedule Forecasting: Experiences from the Queen Elizabeth aircraft carrier programme**”
- **Alan Jones**, EST.i.MAT-A - “**Outing the Outliers**”
- **Neil Abbott** and **Louise Carver**, Atkins - “**Costing for P3M**”
- **Sam Lilley**, Edif-ERA - “**Organisations do not operate in isolation**”
- **Stuart Wicks**, Rolls-Royce Submarines
- **Sandeep Bassi**, QinetiQ

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 £100.00 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). Due to the relatively small capacity of the venue, please book early to avoid disappointment.

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

Call for Participating Teams

Theme: “Practical Examples of Cost Estimating”

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 veterans. The programme will be instructive, entertaining and suitable for a wide interest audience (estimators as well as managers). The workshop ethos will be:

- Presentations will be conducted in a non-hostile atmosphere
- All observations will be focused on the methodology and approach rather than the absolute cost accuracy
- 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.

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.

This is an excellent opportunity to debate this major process and contribute to the advancement of the profession.

Deadline

Please let us know if you plan on submitting a team no **later than 11th January 2016**. Forward details to:

Neil Morrill at ndmorrill@dstl.gov.uk or call 0306 7703450.

Letter from the Editor

By Arthur Griffiths, SCAF Newsletter Editor



Firstly may I wish everyone a happy, healthy and prosperous 2016. I would also like to take this opportunity to thank everyone who supported the Society through their attendance and participation at our workshops and events during 2015. It was a good year for the Society – we had just over 400 people attend the workshops and over 1,900 individuals visited our website some accessing the library for presentations on particular subject matters and others looking for relevant data and information. I am always amazed when we view the analytics on visitors to the website with information on the pages viewed and particular search criterion for information. We saw an increased website usage of 24% this year which clearly demonstrates the need to maintain investment and improvement in this side of the Society's operation.

Our Annual Conference in September at the prestigious QEII Centre in London was very well received by all the attendees who appreciated the outlook, easy access and facilities on offer. This year's programme will be a little different. The workshops planned for February, April and June are well advanced. Those who have attended the workshop at Ribby Hall in Preston will be delighted to know that this year we will be in a much larger suite with a stage to help with the seating and viewing of the presentations.

Our annual conference in 2016 will be deferred to accommodate the quadrennial ICEAA (legacy societies ISPA and SCEA) International Conference and Training workshop that will held during 17th – 20th October at Bristol. The workshop in November will therefore be our first event for the 2016/17 Society year.

In other news, the autumn statement by the Chancellor came and went without much fanfare and it seems that some of the bad news was overshadowed by his statement reversing his much publicised thoughts on reducing tax credits. Speaking to some cost/financial forecasters in central government departments there seems to be much scratching of heads as they attempt to re-align their programmes with much reduced budgets following the announcement. The bad news was the departmental reductions for Transport, Environment and Climate Change as well as reductions to the local authority grants. The news is therefore that austerity in local authorities has not gone away and we will probably see more potholes and bills for everyone during the forthcoming year.

In the Strategic Defence and Security Review the Department managed to not only protect its budget but saw a slight increase. The RAF will receive a few more jets, the Army a few more armoured vehicles and the Navy agrees to move forward with the Deterrent programme but has seen a reduction in the Type 26 programme. The options being mentioned seem like a reversion to the Small/Large Frigate programme that was studied nearly 10 years ago. It will be interesting to see how much the 'small' frigate will grow over the years.

Please forward any articles, letters or any other ideas for inclusion in the newsletter to: Arthur Griffiths at Editor@scaf.org.uk



2016 Conference and Training Workshop

17-20 October 2016, Bristol Marriott Hotel City Centre

Every four years, ICEAA presents a conference in an international (non-US) venue to accommodate their international membership and to provide a unique experience meeting with professionals and friends from around the world. SCAF and other costing organisations will be supporting this event and are pleased to confirm further details.

The 2016 ICEAA International Conference & Training Workshop 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 (which includes SCAF)
 - £625:** unaffiliated individuals

Registration and sponsoring information will be coming soon! Please stay tuned to the ICEAA website for more details: www.iceaaonline.com/bristol2016

Historical Trend Analysis: Royal Fleet Auxiliaries

By Brian Tanner, Independent Cost Consultant



In 2012 I was one of a team delivering Cost Forecasting training to the United Kingdom Ministry of Defence / Cost Assurance and Analysis Service (CAAS). One topic was historical trend analysis (HTA) and my intent was to use Royal Fleet Auxiliary (RFA) tankers as an exercise; that was thwarted by the lack of historical data.

Following completion of the training contract I took a leaf out of Tim Jefferis book and began some private research.

One website 'Historical RFA' owned by the RFA Historical Society proved very useful and provided costs for vessels built in the first quarter of the 1900s. Similarly Janes Fighting Ships 1939- available online- gave physical parameters.



Figure 1 RFA Olna 1944



Figure 2 TIDE Class 2016

Online surfing of city archives for shipbuilding records was fruitful, and rather than travel I paid for archive staff to extract information. This was cheaper than travelling and time was no barrier. This provided copies of contracts and related documents for those RFAs built from the late 1930s until the 1970s. The only tankers built since then have been:

Auxiliary Oilers. These were ordered from VSEL, subsequently BAE Systems, for a published cost of £200M. A Hansard entry for 2003 gives a final cost estimate of £210 – 215M. A mid-point has been assumed. Assuming a typical design percentage of 25% gives unit prices of £111M and £89M. There were rumours that VSEL had supported their bid, one publication – The Engineer- stating that the VSEL bid was believed to be 10 – 15% cheaper than that from Kvaerner Govan. Even with the benefit of insider knowledge a realistic cost cannot be stated as the actual build was beset with difficulties as reported in Major Project Reports and elsewhere.

TIDE Class tankers. Ordered from Daewoo for a reported price of £458M with a further £60M for customisation, trials and specialist engineering support. The latest Major Projects Report gives a cost of £562M. To normalise these costs, Purchasing Power Parity indices have been applied to the Daewoo element.

The data was normalised using GDP Deflator, this being one of few indices that covered the period since the early 1900s. This is the resulting graph.

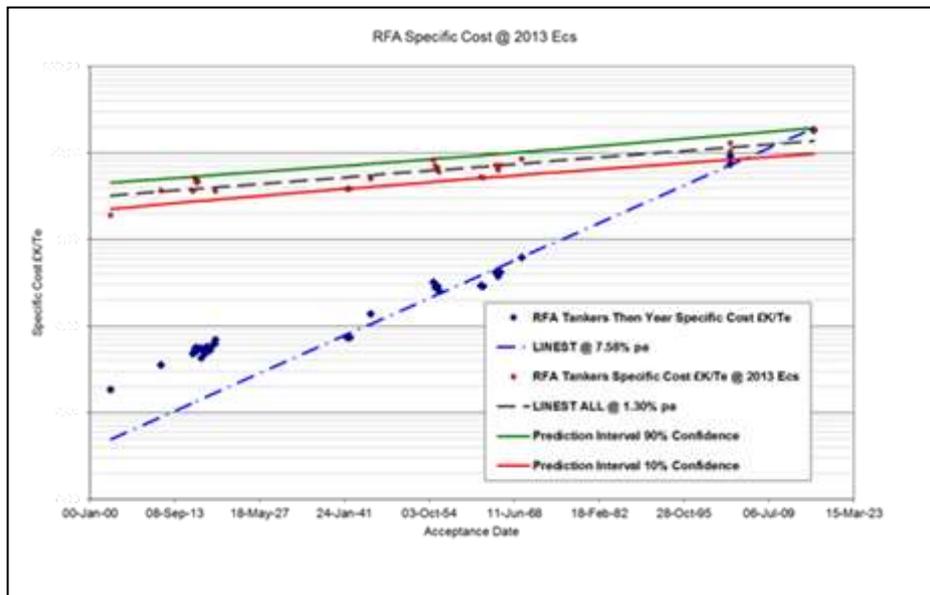


Figure 3 RFA Replenishment Tankers Specific Costs

Two factors influence these curves:

1. As shown by the specific costs, the recession that lasted from the early 1920s to the late 1930s kept costs sensibly constant, so the Then Years curve excludes the early specific costs;
2. When normalised, the costs of the earliest RFAs will exert a significant influence on the regression by sheer weight of numbers.

In an attempt to improve the quality of the analysis several changes were made:

1. Firstly, the costs of foreign fleet auxiliaries were gathered and converted to pounds using the exchange rate at the time of order;
2. Secondly, the costs of other RFAs were gathered.
3. And then the specific costs were calculated with the results shown in Figure 4.

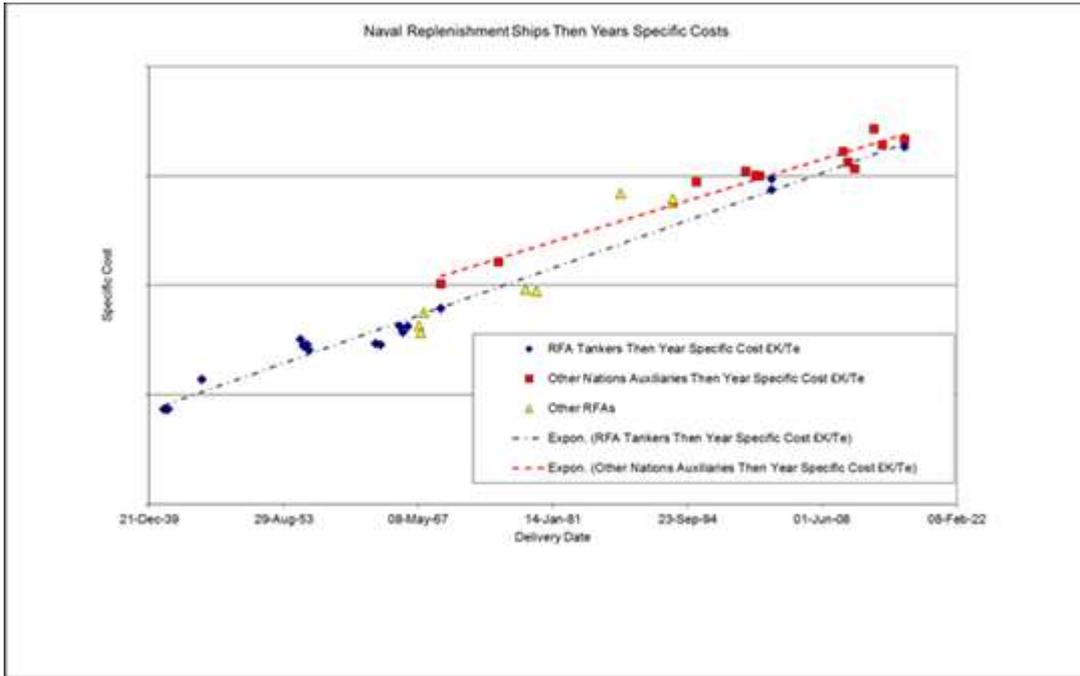


Figure 4 Naval Replenishment Ships Then Year Specific Costs

Finally, the costs were normalised using online sources for the GDP Deflators of the shipbuilding countries, the results producing this final graph:

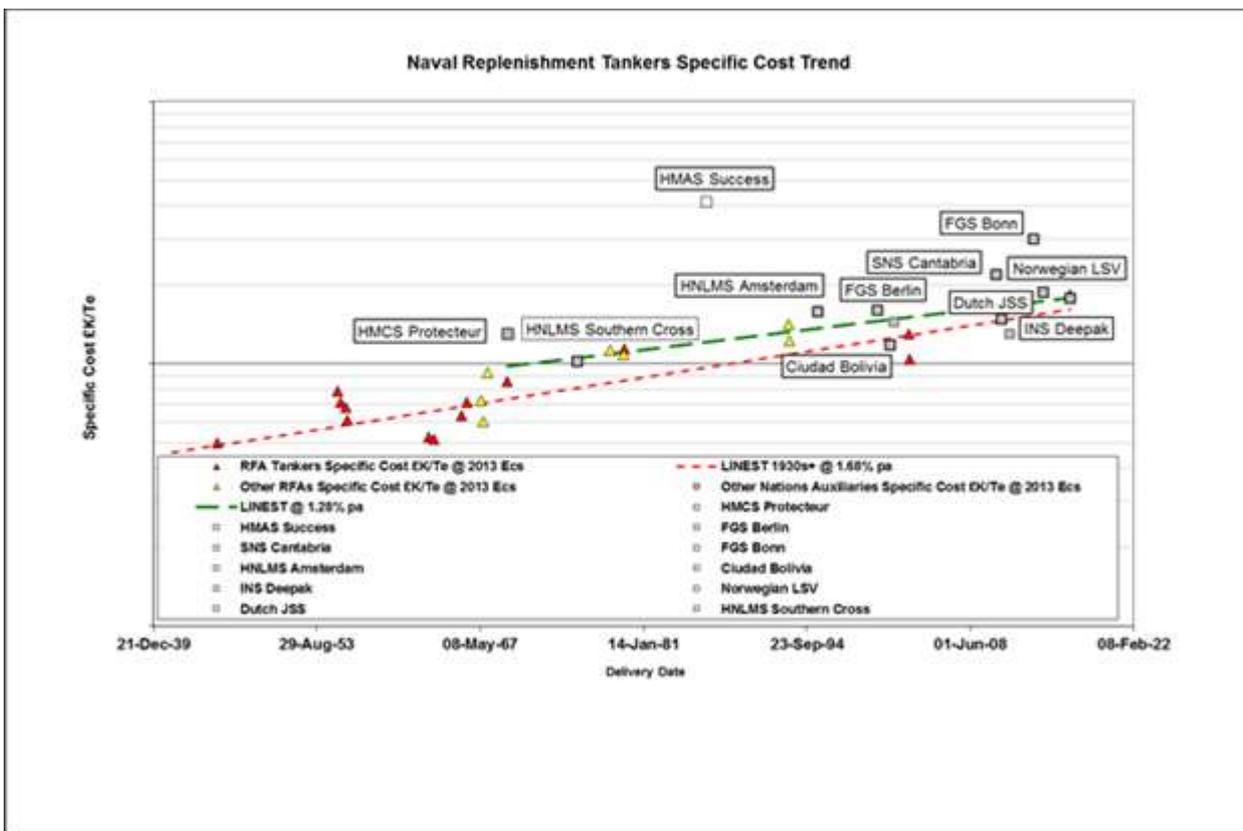


Figure 5 Naval Replenishment Tankers Specific Cost Trend

Some point to note are that:

1. For the RFA Tankers specific costs the few points beyond 1970 means that any variation in the costs sourced would have a measurable influence on the slope of the trend line;
2. While costs for HMAS Success have been omitted from the analysis as an obvious outlier, those for FGS Bonn have been included even though the ship cost almost twice as much as its predecessors. The increase is reportedly due to a variety of factors, including technical improvements and other design changes, the inclusion of a logistics support package and the switch from a 'cost-plus' contract to a 'fixed-price/not-to-exceed' model. Another consideration might have been the procurement policy adopted for the third ship where it appears that work was distributed to provide employment, the German shipbuilder P+S Werften GmbH which built the hull filing for insolvency before the ship was delivered.
3. The trend lines converge unsurprisingly as the TIDE Class tankers and Norwegian LSV are both Aegir variants and being built by Daewoo.
4. In 'Source book of Defence Equipment Costs' Philip Pugh stated that the trend rate for Logistic Support Ships was not statistically significant, but the rates shown in this article are significant at the 10% level. That might be because this analysis has been primarily confined to replenishment tankers and covers a greater period; costs for other RFAs have been included in the plots although excluded from the analysis.

Brian Tanner

TANFORD Consulting Ltd

Where are we competition?



We thought that this would be a bit of a challenge and it turned out to be such a challenge that no correct entry was received.

Believed to be the only one of its kind in the world the Naval Temple at 'The Kymin' in Monmouth is a patriotic symbol of Britain's Naval supremacy at the height of the British Empire.

We have decided to take a break this time and show something that will lift our spirits and make us forget a dreary winter. No guesses here, it's a random picture taken in the Yorkshire Dales.

Investment Appraisal: What's in it?

2015 November Workshop, Bristol

In these times of austerity shareholders and governments are very cautious about how their money is being spent. Asset acquisition and capital expenditure is scrutinised and considered to ensure that the investment is ultimately needed, all the viable options have been considered and a decision has been made on sound evidence. At the heart of all good investment approvals is a robust investment appraisal (IA). This IA will lead the stakeholders clearly and transparently through the background, need, alternative means of satisfying

those needs and systematic arguments to arrive at a logical recommendation which will withstand scrutiny and justify the expenditure.



The first speaker of the day was **Nicola Clarke**, CAAS' Maritime Lead. Her presentation entitled "**Determining Value for Money within the DE&S**" addressed the assurance process within DE&S and its part in the MOD approvals process. Nicola discussed the Cost Assurance and Analysis Service (CAAS) and how the CAAS Approvals Team determine if the evidence provided indicates Value for Money. She discussed the difficulties on determining value for money in a Single Source Procurement Environment compared to determining value for money where there is a competitive market operating, and the need for more than one option to be documented in full in either environment (competitive or monopolistic).

Dr Paul Wood, BMT Hi-Q Sigma's Submarine Portfolio Manager and formerly their Capability Lead for Investment Analysis gave a presentation on his experience of carrying out several IAs on Category C and D projects in DE&S' Land domain and the ISS domain. In his presentation entitled "**Practical Experience of Investment Appraisals**", Paul shared with the audience some of the practical experience and the pitfalls to avoid with the IA process. Paul's presentation discussed the difference between financial and economic appraisals as well as the need to consider options before costs.



Our final speaker before lunch was **John Ogilvie**, Head of Appraisal and Evaluation in the MOD's Defence Economics branch. In the previous two presentations, both speakers mentioned JSP 507 as the 'bible' of MOD Investment Appraisals; John's Team are responsible for taking the HM Treasury's Green Book and converting it to 'MOD speak' as JSP 507. John's presentation covered progress made in terms of IAs in the MOD and changes that are emerging now. The key points covered by John's presentation were:

approving authorities are being forced (by too late engagement) to sign something of just to keep the capability; the Most Economically Advantageous Tender (MEAT) is currently being used more often than COEIAs; Defence Economics are looking at metrics for prioritising between different items; and an updated Green Book is due next year, therefore JSP 507 will be updated at that point.

The morning's session had witnessed three presentation focused on DE&S/MOD IA processes. The afternoon speakers, whilst still discussing subjects related to IAs, moved away from the core IA process laid out in JSP 507.

The first discussion of the afternoon was one that SCAF have been trying to arrange for a while and it seemed best placed to discuss it alongside IAs. **Andy Bell**, the MOD's VAT policy lead delivered a presentation entitled "**VAT in MOD – What you need to know**". Cost estimators normally take a simplistic view on VAT; if it is a CDEL cost it attracts VAT, and if it is RDEL it does not. Andy's presentation provided excellent guidance on what has changed with regards to VAT in the MOD over the last 5 years, what is actually meant by COSVAT and he finished by dispelling some 'Urban Myths' about VAT in the MOD.

This is a presentation that I am sure SCAF members will refer back to for years to come; it is available (along with the other presentations from the day) in the SCAF library on the SCAF website.



Dr Michael Pryce from Cranfield University gave a presentation entitled "**Costing Future Complex & Novel Projects**". Michael explained that he is carrying out research in order to understand and help to correct the causes of optimistic forecasts. The outputs of his research are intended for use by project teams. The research will lead to enhanced methods, tools and understanding of costing in defence. This will be realised through the creation of an open database of historic defence costs, a set of project histories and other contextual information. An associated 'viewer' tool, and a rating and 'health check' tool for use by practitioners,

will also be developed. The successful delivery of this project will allow users to easily organise and access key contextual information that will support more accurate forecasting of project costs and schedules. This will allow more efficient and effective decision making. Michael urged SCAF attendees to get involved in his research.

Tim Brogan from Jaguar Land Rover delivered the penultimate presentation of the day, which was entitled "**The Evolution of the Next Generation of Cost Management Tools in Jaguar Land Rover**".

Tim discussed the challenges of managing costs on multiple manufacturing sites, in multiple countries and having a supply chain across the globe. This has led to the need for a state of the art cost management tool to ensure that accurate, timely and clear cost information is available to all of Jaguar Land Rover's employees, at their fingertips. Multi-site, multi cost effectivity date and multi-country manufacture requires Jaguar Land Rover to be able to hold multiple costs for the same item depending on when and where it is sourced and consumed. Their "Next Generation Redbook" (NGR) delivers that capability, and much more. Tim's presentation explained the evolution of NGR, how it has developed from an idea to a reality over a two year period, some of the issues they encountered on the way and the solutions they created to resolve them.



The final presentation of the day was delivered by **Nadeem Imtiaz**, a Senior Management Consultant from QinetiQ. Nadeem's presentation was entitled "**Managing Investment Appraisals in a P3 context**" and explained how an Investment Appraisal should be managed across the life of a project in the NHS environment. Nadeem's presentation provided an insight into how investment appraisal are managed in a P3 (Portfolio, Programme, Project) context and how these three tiers impact one another. He explored the P3

mind-set at the different levels using investment appraisals and how it drives delivery and achievement of customer value.

The Chairman's closing remarks brought an end to what was a very good workshop.

Our thanks to all the speakers and attendees for making this an excellent conference enjoyed by all. We look forward to seeing everyone at our February workshop in London.

Dr Paul Wood

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. **Registration is now open – Please contact the Secretary***

12 Apr 2016 SCAF Workshop Theme: Annual Cost Estimating Challenge, The BAWA Centre, 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 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 providing a Team for this event.***

07 Jun 2016 SCAF Workshop Theme: Support Solutions Modelling, The Conference Centre, Ribby Hall, Preston
Please contact the Secretary if you are interested in presenting a paper at this event.

05 Jul 2016 SCAF Summer Reception and Awards Dinner – Venue to be agreed

Nov 2016 SCAF Workshop Theme: To be agreed

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

- 26-27 Jan 2016 12th NATO LCM Conference and Exhibition:** Golden Tulip Brussels Airport Hotel. **Organised by Mittler Report Verlag GmbH** Baunscheidtstr. 11 · 53113 Bonn, Germany Phone: +49 228-35008-70 · Fax: +49 228-35008-71 Email: LCM-Conference@mittler-report.de Online registration: www.mittler-report.de The registration fee of €870 covers participation, administration, documentation, refreshments, reception and dinner. The registration fee for delegates from Government/Armed Forces and exhibitors is €290, speakers from industry €190. Special rate for CFD members: 25% discount. There is no registration fee for speakers from Government/Armed Forces. Please register in writing to Mittler Report Verlag.
- 7-10th Jun 2016 2016 ICEAA Annual Conference and Training Workshop, Atlanta, Georgia:** Please see www.iceaaonline.org for further details.
- 17-20st Oct 2016 ICEAA Conference and Training Workshop, Marriott City Centre Hotel, Bristol.** Please note that SCAF, is 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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