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## CHAIRMAN'S ADDRESS



Dear all, as the American hurricane season starts to fill the news again, we should thank our little island in northern Europe for its predictable, but mild summer. As the third quarter of the year

draws to a close, the days are getting shorter again and the British summer is starting to give way to winter.

In September the SCAF conference was at the Queen Elizabeth II Conference Centre and the programme of speakers was excellent. In the shadow of the Elizabeth Tower of Parliament and now silenced Big Ben we were treated to an educational day of presentations on a variety of topics; you will find a report further in this newsletter. The theme of this year's conference was "*Achieving Value for Money: Is Partnering the Solution?*" and this provided an opportunity for some stimulating discussion and networking between the formal presentations.

There was a pause in proceedings just after lunch when I conducted the SCAF Annual General Meeting (AGM). The AGM reported that the Society has had another good year with workshops, a conference and an awards banquet. We took the opportunity to thank last year's committee and elect another strong committee for the forthcoming year. The Society is financially sound and we are seeking a new Secretary; any volunteers are welcome! We are always seeking presentations for future workshops and conferences, so get engaged with the themes and join the debate at SCAF!

I was fortunate and went to the Defence and Security Exhibition (DSEi) at the Excel centre in London. It was extremely impressive with over 34,000 attendees including international delegations, government officials, OEMs, system manufacturers, integrators and small & medium enterprises from 84 countries. It was fascinating to see the latest technology including the DragonFire system. The DragonFire design for the turret, known as a beam director, which will be used to trial this new technology was on display. The beam director brings together a powerful laser emitter as well as world-class electro-optics for target identification and tracking.



On a lighter note, I also saw a delegation from Asia on a stand for small arms. The staff had given them the largest rifle on the stand to hold and they were taking turns to have their picture taken; the rifle was bigger than the gentlemen holding it!



Now we have a new committee we will start to plan the next year of events. Our next SCAF workshop will be our "*Vendor tool and services day*". Members and Non-members are encouraged to attend this event FREE of charge on the 14<sup>th</sup> November at the BAWA

Centre, Filton, Bristol. We have invited tool and service providers in the cost forecasting and analysis capability to have an exhibition stand and present case studies of their capability. We can't guarantee that it will be as big as DSEi, but it will be an informative and educational day. Please feel free to bring colleagues to the event for free; there is such a thing as a free lunch!

*Dale Sherman*

**SCAF Chairman**

## 2017/18 SCAF Calendar of Events

- 14 Nov 2017**     **Vendor Day and Service Providers Day, BAWA, Bristol**
- An opportunity for costing professionals, business analysts, commercial and project managers to see the latest products and services from vendors and service providers. Exhibition stands will be displayed with a section of the room set-aside for simultaneous small group presentations throughout the day. **Free to attend (for Members and Non-Members) – for registration please contact Secretary, email: [ndmorrill@dstl.gov.uk](mailto:ndmorrill@dstl.gov.uk)**
- 08 Feb 2018**     **Back to the Future – a re-appraisal of cost forecasting techniques, RUSI, Whitehall, London (Date and Venue to be confirmed)**
- 24 Apr 2018**     **The 2018 SCAF Cost Estimating Challenge and Training Workshop, Aerospace, Bristol**
- 05 Jun 2018**     **The Use of Cost and Schedule Estimating – are we making the best use of it? Ribby Hall, Preston**
- Jul 2018**         **SCAF Summer Reception and Awards Banquet**
- Sep 2018**         **SCAF Annual Conference and Annual General Meeting**
- Nov 2018**         **SCAF Workshop**

Please contact the Secretary, Neil Morrill by email at [ndmorrill@dstl.gov.uk](mailto:ndmorrill@dstl.gov.uk) or call 01980 955 548 if you wish to present a paper at any of the events shown above.

The specific dates and venues will be confirmed in the next publication of the newsletter.

**Networking for the Cost Forecasting  
and Analysis Community**



## Next SCAF Event

### “Vendor and Service Provider Day”

Tuesday 14<sup>th</sup> November 2017

The BAWA Centre, Filton, Bristol

The Society has been successfully organising themed workshops and conferences to discuss, disseminate and promote cost analysis and forecasting together with related topics since 1984. In arranging the programme for 2017, it was suggested that we should organise another vendor day (the last one was in 2013) where the use and demonstrating of cost estimating and forecasting, project control, risk management tools and services could be promoted to the interest of all members and attendees.

In many of our workshops we discuss the applicability of acquisition and logistic tools to help the cost estimating process without actually demonstrating the tools themselves. SCAF is therefore delighted to announce a **Vendor and Service Provider Day** where attendees will have the unique opportunity to see current innovations in the field of cost modelling, and hear the lessons learned from experienced practitioners and analysts in the field of cost analysis and forecasting.

This **FREE to attend** event is supported by all the major cost estimating tool vendors and service providers and tangible benefits to the attendees include:

- Exposure to current costing and cost related products and services on offer
- Opportunity for one-to-one discussion during breakout sessions
- Group discussion during plenary sessions
- Hear case study demonstrations and benefits
- Network with other experienced cost analysts and other members of the costing community

Participating organisations include:



## Registration and Costs

This Exhibition and Presentation/Demonstration programme is **FREE** to attend (Members and Non-Members). SCAF requests that all attendees pre-register to help with the administration. Registration and coffee will be available from 09.00.

To register or obtain further information please contact the Society's Secretary, Mr Neil Morrill on 01980 955548 or email: [ndmorrill@dstl.gov.uk](mailto:ndmorrill@dstl.gov.uk)

## Provisional Programme of Presentations

Please note that the exhibition stands and staff will be manned throughout the day for attendees to have one-to-one sessions.

Concorde Room	Morning Session	Concorde Room	Afternoon Session
09.30-10.00	VenDigital - "The final frontier – Delivering cost engineering to high complexity & low volume asset" presented by Jahangir Miah, Paul Adams, and Renaud Durand	13.30-14.00	Arke - "Mission Systems Software Cost Forecasting in an Airborne Environment" presented by Andy Mills (Arke) and Spencer Woodford (Burchelli Consulting)
10.00-10.30	Presentation and demonstration by Price Systems	14.00-14.30	Presentation and demonstration by MCR
10.30-11.00	QinetiQ - "Complex Decisions: a technical due diligence case study" presented by Dale Sherman	14.30-15.00	Cranfield University - "Cost Engineering Results at Cranfield" presented by Dr Paul Baguley
11.00-11.30	Presentation and demonstration by Galorath International	15.00-15.30	Presentation and demonstration by Risk Decisions
11.30-12.00	Presentation and demonstration by Palisade	15.30-16.00	
12.00-12.30		16.30-17.00	
Ballroom	Morning Session	Ballroom	Afternoon Session
09.30-10.00	Arke - "Mission Systems Software Cost Forecasting in an Airborne Environment" presented by Andy Mills (Arke) and Spencer Woodford (Burchelli Consulting)	13.30-14.00	VenDigital - "The final frontier – Delivering cost engineering to high complexity & low volume asset" presented by Jahangir Miah, Paul Adams, and Renaud Durand
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12.00-12.30		16.30-17.00	



## Letter from the Editor

*Arthur Griffiths, SCAF Newsletter Editor*

This edition's cover picture is of the Spinnaker Tower in Portsmouth. The Tower is a 560-foot (170 m) landmark observation. It is the centrepiece of the redevelopment of Portsmouth Harbour, which was supported by a National Lottery grant. Its shape was chosen (an actual public vote took place) by local residents from a selection of designs.

Some might remember the talk I gave in September 2004 entitled "The Millennium Tower – a Jewel or a future public burden?". Of particular interest to the public were the costs and long term viability. The poor project management, delays and failings are now well documented but the concerns on the future viability raised at the time have not been realised.

A quick look at Wikipedia would suggest that planning began in 2000. But all this began much earlier. In September 1995 the Millennium Commission approved the scheme for the Portsmouth Harbour Renaissance with a budget of £86m (1996 ec) with £45m being provided by the Commission. The renaissance plan included Promenades, Museum Attractions, Tall Ships berths, Waterbus landing stages and a 550ft Tower. The original programme of work was scheduled to commence in Winter 1995 and the Tower was to be completed by Autumn 1999 in time for the Millennium celebrations. The Tower was actually completed in mid-2005, due to repeated delays and extra funding requests by the builders.

The overall development project was over budget, with the tower costing £35.6 million alone. Taxpayers were never intended to fund the tower, but Portsmouth City Council eventually contributed £11.1 million towards construction.

In March 2004 Portsmouth Council's former leader resigned as leader of the Labour Group on the council after a highly critical report of the council's handling of the project and its failure to exploit revenue opportunities, such as the Millennium. The project's legal advisor, also retired after being suspended on full pay, mostly because of controversy over the contract with the builders, which at one point would have cost the council more to cancel than to complete.

The tower has suffered from a number of issues since opening, including a malfunctioning external glass lift. **On opening day the tower's project manager and representatives of the builders were stranded in its malfunctioning external lift for an hour and a half. Abseiling engineers were called to rescue them. Some, including the franchise's chief executive, felt it was rather fitting that these particular people had been trapped.** The external lift was removed during December 2012. Once open the tower attracted more than 600,000 visitors in the first year. The Spinnaker Tower, being a landmark of Portsmouth features regularly in the media and has achieved several awards.

One of our Annual Conference attendees suggested that SCAF should hold a workshop on projects that fail (as a lessons learned example). This would certainly meet that criteria. However, who would now deny that this is not a jewel in Portsmouth's crown.

## What Price a Border Force Cutter?

*Brian Tanner, Independent Cost Analyst*

In June 2017 the Home Affairs Select Committee claimed the Border Force has a “worryingly low” number of ships to patrol 7,000 miles of shoreline. The number of Border Force cutters is 5 in total, but at that time one was deployed to the Mediterranean and one was in maintenance leaving just three available for home waters duty. I got to wondering what would be the cost of additional cutters.



The Border Force has subsequently procured some Coastal Patrol Vessels as shown here – large RHIBs to you and I – with a 280 mile range at 20 knots and a top speed of 32 knots. A Freedom of Information reply gave the following information:

*“I am able to disclose Border Force bought eight (8) x BP ARRC’s (Autonomous Rescue and Recovery Craft), later renamed as coastal patrol vessels (CPV’s), from Delta at a total cost of Circa: £1m, these being all of the eight ex-BP vessels.”*

It will need good intelligence to intercept craft in coastal waters merely because of the length of coastline to patrol.



Four of the current cutters are Damen Stan Patrol 4207 type built between 2001 and 2004. According to Wikipedia the cost per unit was £4.3M, a cost repeated in the Maritime Journal article “New Cutter for HM Customs” Dated 1<sup>st</sup> July 2004.

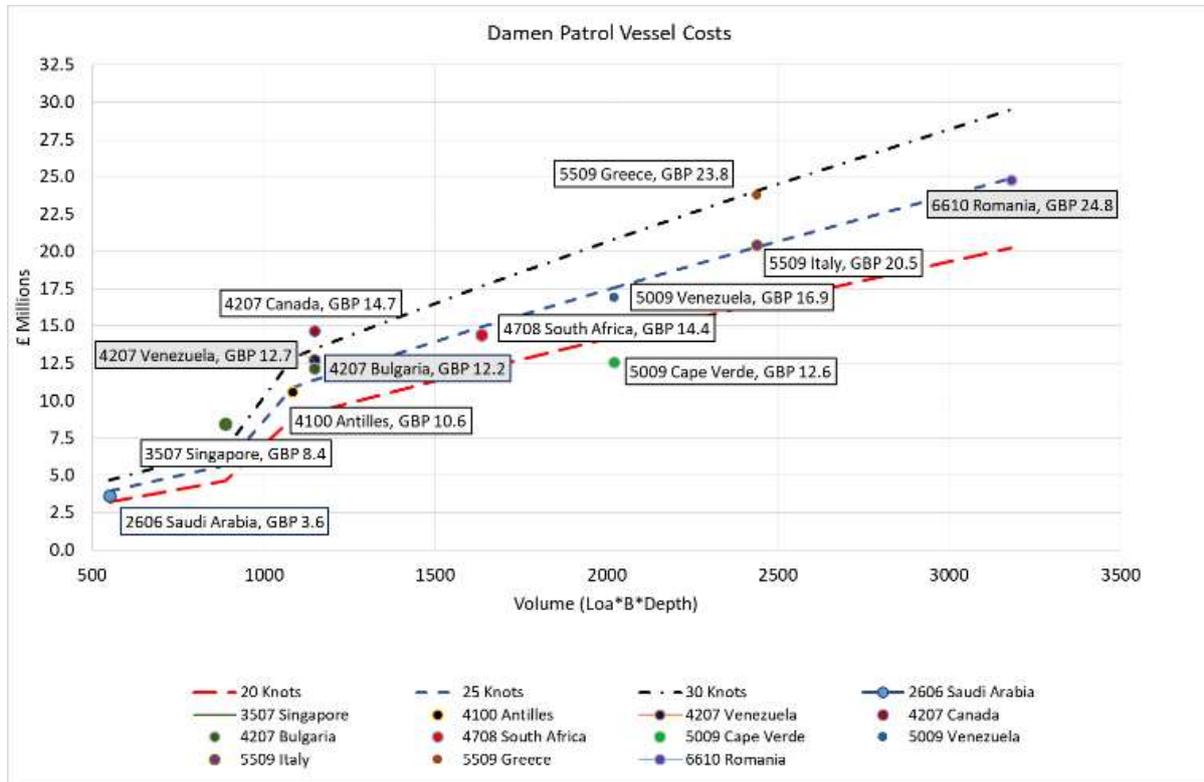
An incredible cost until the Damen website <http://www.damentrading.com/en/trade-in> reveals that the existing cutters were traded-in to Damen who sold them on at a later date. This is verified by the Revenue Cutters Association website [http://revenuecutters.org.uk/past\\_fleet\\_protectors.html](http://revenuecutters.org.uk/past_fleet_protectors.html)

So, what price for a Damen Stan Patrol Vessel? The types most in service are the Stan Patrol 4207 and the Stan Patrol 5009 although the Stan Patrol 4708 has been adopted by South Africa and modified by the US Coast Guard. Similarly there are Fast Crew Supplier versions of various sizes. For any particular type there seems to be bespoke solutions regarding desired speed and range.

Some costs are available on the internet, but significant orders tend to be for various types and numbers making individual prices difficult to determine. In only one case is the breakdown given. After extensive surfing twelve data points were possible and these were regressed using hull volume and speed as the independent variables. An additional data point was a Damen 8313 OPV ‘Sarah Baartman’

but this: did not have a great influence on the regression; was outside the conceivable size for Border Force cutters.

The graph shows plots of cost versus size with constant speed contours and the data points. With such a small data set the confidence bands are likely to be significant, But the F Test shows the regression to be a good model.



# Report on the SCAF Annual Conference

**Achieving Value for Money:  
“is partnering the solution?”**

**QEII Conference Centre,  
Westminster, London**

**Tuesday 12<sup>th</sup> September 2017**



The 2017 Conference was the Society's 33<sup>rd</sup> annual conference and brought together professionals from government, industry and academia on our second visit to the prestigious QEII Conference Centre in Westminster, London.

Very good venue!  
Excellent presentations –  
looking forward to  
November

Good to bring a large future  
infrastructure project (HS2)  
into the programme.  
Interesting perspectives  
although same issues

Excellent event, good  
mix of content and  
perspectives.

*I think this is a useful event to help to understand how everyone operates slightly differently. I've enjoyed my first session at SCAF and look forward to returning in the future.*

Our keynote speaker was **Sarah Taylor**, Head of Cost Assurance and Analysis Service (CAAS), UK Ministry of Defence. Sarah took the opportunity to speak about the growth in capacity and capability over the last 5+ years with the support of partnering contracts with KPMG and through them with a number of specialist SME companies. The arrangement provided change management assistance, technical upskilling and capacity supplementation. Sarah also provided an insight into the pros and cons of this type of partnering and the multi-national co-operation/knowledge sharing that CAAS undertake with US DoD and NATO. A great strategic view for the audience and for those undertaking costing studies in support of defence programmes.

“Achieving Value for Money: is partnering the solution? A defence enterprise approach” was the title of the paper presented by **Professor Trevor Taylor**, Professorial Research Fellow, Defence Management, Royal United Services Institute. Trevor started his presentation on the argument that the measure of Value for Money was a complicated, dynamic and subjective idea and therefore not a precise analytical tool. The following slides demonstrated that fact and asserted that, in areas of significant risk, competitive tendering in defence was often not feasible, not fair and not effective in delivering expected outcomes. From this Trevor demonstrated that partnering between government and the private sector

can be the best approach to deliver project success. This was an interesting and sometimes evocative talk that countered both theories with well-presented arguments including the thoughts that the MoD should consider a British Version of the Nunn-McCurdy provisions to have a more effective influence on whether or not to continue with failing projects.

Our final presentation of the morning session was given by **Ian McPherson**, Director of Compliance and Investigations, Single Source Regulations Office (SSRO). The title of Ian's paper was *"Ensuring good value for money for the Taxpayer in single source defence contracts while enabling a fair and reasonable return for suppliers: The Single Source Regulations Office Role"*. Ian reflected on how the SSRO works to achieve the balance of fair and reasonable return drawing on his experience at this fairly new organisation since its creation. There is no denying that this task is enormous considering that nearly 50% of the MoD's acquisition budget is spent on non-competitive single source contracting conditions. Ian explained the methodology on how the baseline profit rate was set but raised a number of issues on the basis of the total project cost estimates particularly focusing on the cost elements that should/should not be included in the costs. An interesting conundrum for both customer and supplier but nothing new to some of the delegates as those distinctions have been subject of many debates when compiling the Questionnaire on Method of Allocating Costs (QMACs).

For clarity, under the new single source pricing framework the contractor's disclosure under the QMAC (as under the previous single source pricing regime) does not determine if a cost is an allowable cost. The determining document under the new single source pricing framework is the Single Source Regulations Office's publication: Single Source Cost Standards - Statutory Guidance on Allowable Costs.

The QMAC however remains a very important document from the perspective of the contractor as its completion can avoid potential cost allocation disputes and we can assist with its completion.

After an excellent lunch overlooking Big Ben, Parliament Square and Houses of Parliament it was time to begin the afternoon session with the Society's Annual General Meeting (reported separately).

The first speaker after lunch was **Rick Bounsall**, Delivery Director, Niteworks. Rick's presentation entitled *"Niteworks – A Novel Approach to Partnering before Competition"* explained how Niteworks is one of the mechanisms the MoD has that can help optimise existing capabilities and enhance the MoD's ability to contract intelligently for new requirements. This approach to partnering protects and shares intellectual property whilst preserving the benefits of competition to the MoD and offers observations for the future. It is accepted that satisfying UK Defence's complex needs at pace has always been a challenge.

The Niteworks partnership consists of more than 170 organisations including MoD, Dstl, major Defence contractors, Small and Medium Sized Enterprises (SMEs), technology specialists, consulting companies and academic institutions and has proved to be a very effective way of working. Since 2013, Niteworks has undertaken more than 200 projects for the MoD with over 1400 people from across the partnership.

**Christopher Marsh**, Head of Cost, Estimating and Benchmarking, PMO|HS2 Ltd provided a change away from the defence arena with his presentation on the use of convertible contracting in the largest infrastructure project in Europe with a value of +£56Bn. His presentation on *"Transaction Cost Economics – learnings from infrastructure convertible contracts"* focused on cooperative contract negotiations which were often purported as being the ideal manner in which to benefit from the knowledge and ability of the supply chain with the objectives of increased innovations, lower costs and improved delivery. However, as Christopher explained, few were successful, mainly due to poor governance structuring.

Christopher drew on his experience on infrastructure projects to discuss the setting of a contract structure against the theory of transaction cost economics to demonstrate the governance and structuring requirements needed for the successful delivery of the HS2 programme. This was an interesting presentation and offered a different approach as to how to price up the value of risk, uncertainty and contingency in the light of project uncertainty. It certainly appeared an alternative to putting your finger in the air to assess how wrong you are going to be.

**Nicky Painter**, Senior Associate, Institute for Collaborative Working (ICW) announced the publication of ISO 44001 which represents a new generation of international standard with a focus on behaviours, organisational cultures and management processes that provide a common platform to underpin sustainable business relationships and harness the benefits of collaborative working. Nicky's presentation was time limited therefore some added details on ICW's Workshop are included at the end of this report.

Our final speaker of the day was **Chris Webb**, Weapons Programme Management Office, DE&S. The presentation was entitled "*Team Complex Weapons – A Partnering approach to deliver Value*". A partnering approach between MoD and MBDA, under the Team Complex Weapons initiative was established in 2010 to deliver enhanced Value for Money, Freedom of Action and real cost-savings to the MoD as well as long-term strategic benefits to MBDA. Chris's presentation certainly demonstrated the benefits of such an agreement (to both parties) that would justify the continuation of this long-term partnering approach.

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

**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 November event in Bristol.**



## An 'Introduction to ISO 44001' Workshop

We have devised a half-day Workshop to complement today's Conference for those who are interested in collaboration and who want to learn a bit more about it – or who'd like to find out how much they already know about it!

The Workshop will set the scene by briefly explaining the collaborative process (based on the principles of ISO 44001) and then look in depth at a couple of key aspects of the process. But its main focus will be the innovative 'Ice Breaker' - a short, simple and elegant exercise which provides a light-hearted and practical introduction to achieving successful collaborative relationships based on the structured approach of ISO 44001. Working in pairs, delegates play the parts of potential business partners to test their compatibility throughout the process. Twelve delegates are the maximum to optimize the benefits of the Workshop. We ran a similar one for the Institute for Manufacturing, Cambridge University last summer which went down very well – feedback on request!

Our links with SCAF and MoD go back many years so we would be happy to offer this Workshop for a nominal fee of £100 (plus our expenses) together with a place to run it. The Workshop will be run by Nicky Painter (ICW) and Robert Shields (the designer of the 'Icebreaker').

The 'Ice-breaker' can also be used as a practical tool in 'real life' as follows:

- To understand key aspects about what successful collaboration involves.
- As an aid to partner selection by two potential partners, as a first trial run of doing a collaborative assessment.
- As an aid to deciding whether to pursue ISO 44001 Certification - for example with a potential client who is considering certification and who wants to step through the process in a simple way in order to inform his decision.

For more information about any of this – or if you'd like us to run the half-day Workshop for you please contact: [nicky.painter@icw.uk.com](mailto:nicky.painter@icw.uk.com)

## SCAF Annual General Meeting

### 12<sup>th</sup> September 2017

### The QEII Conference Centre, London

The Society's Annual General Meeting was held immediately after lunch at the Annual Conference. The main events were reports from the Chairman (covering what had been achieved during the Society year, the Society's Financial position and plans for the future). The Chairman also discussed the results of the election for the 2017/2018 committee.

#### Executive Reports

The Chairman reported that 2016/2017 had been another successful year for the Society. The Joint International Conference held in October 2016 was followed by four further events and a summer reception. These were:



**October 2016 – ICEAA and SCAF International Training Symposium**, Bristol Marriott City Centre Hotel, Bristol.



**November 2016 – “Integrated Cost and Risk Analysis”**, BAWA Centre, Filton, Bristol



**February 2017 – “The Impact of BREXIT on the Costing Community”** was the theme for the workshop at the Royal Institution of Naval Architects, London. *An excellent workshop on the challenges facing the MoD against a backdrop of economic uncertainty.*



**April 2017 – “The 2015 SCAF Cost Estimating Challenge”**, BAWA Centre, Bristol. Seven teams participated and provided an excellent *opportunity for attendees to discuss and experience the different ways of approaching the challenge.*



**June 2017 – “Costing Profession: Recruitment, Retention and Development”** was the theme for the workshop at Ribby Hall Village, Preston, Lancashire. *Now a regular venue in the SCAF calendar and even better plans for 2018.*



**July 2017 - “Summer Reception and Awards Banquet”**, the Bailbrook House Hotel, Bath. *An opportunity to meet in a relaxed environment and applaud this year’s Award winners.*

The Chairman wished to record his thanks to everyone who had supported these events and to the organisers who had made it all possible. The Treasurer (via the Chairman) reported that the Society was in good health financially.

### Committee Elections

The election process started in August 2017 and 3 nominations were received. As the number of nominations were less than the number of places available no election was necessary and all the nominees were duly elected to the 2017/2018 committee.

- Chairman:** **Dale Shermon**, *QinetiQ Fellow, Head of Profession, QinetiQ*
- Treasurer:** **Dave Hedley**, *Managing Consultant, Atkins Ltd*
- Secretary:** **Neil Morrill**, *Senior Cost Analyst, Defence Science and Technology Laboratory*
- Members:** **Sanathanan Rajagopal**, *Senior Consultant, QinetiQ (Deputy Chair)*
- Dr Paul Wood**, *Capability Lead for Investment Appraisal, BMT Hi-Q Sigma*
- Dr Paul Baguley**, *Research Fellow, Cranfield University*
- Prof. Linda Newnes**, *Head of Costing Research, University of Bath*
- Paul Salmon**, *Head of Supportability Modelling, DE&S*
- Antony March**, *Cost Assurance & Analysis Service, DE&S*
- Dave Baggley**, *MCR Global UK*
- Newsletter Editor:** **Arthur Griffiths**, *Associate, Decision Analysis Services Ltd*

The Chairman thanked the committee for their continued support. He also stated that we would welcome any member who would like to volunteer to join the committee to contact any of the committee members. Contact details are given later in the Newsletter.

**It was also noted that Neil Morrill (Secretary) will be stepping down in March 2018 and the Society is urgently seeking a volunteer to succeed Neil. Further details on the requirement can be obtained directly from Neil ([ndmorrill@dstl.gov.uk](mailto:ndmorrill@dstl.gov.uk)) or by contacting Dale Shermon ([dshermon@qinetiq.com](mailto:dshermon@qinetiq.com))**



## Announcement and Call for Papers

# MITTLER REPORT

**Brussels, 23/24 January 2018**

## **14th NATO Life Cycle Management Conference**

**Theme: LCM as a Joint Effort - Perspectives and Objectives for NATO, Major Industries and SMEs**

Chaired by: **Thomas E. Pedersen** and **J. Bo Leimand (ret)**, Danish Defence Acquisition and Logistics Organisation (DALO)

The annual NATO LCM Conference will continue to consider the lessons learned and achievements made in areas such as Quality Assurance, Life Cycle Costing, Configuration Management, Acquisition Practices, Material Maintainability et al. as a basis for new and innovative, even disruptive approaches and perspectives which will be introduced in respective presentations. The event will again be organised in cooperation with the NATO Life Cycle Management Group (AC/327) and with the support of the NATO Industrial Advisory Group (NIAG) and the German CALS Forum. The conference will be combined with a small exhibition, where interested parties are invited to showcase respective capabilities and will take place at the Parker Hotel Brussels Airport (formerly: Golden Tulip) on **23/24 January 2018**.

### **Scope of the Conference**

According to NATO's Systems Life Cycle Management (SLCM) policy the main goal of systems life cycle management is to efficiently and effectively deliver, use and maintain NATO capabilities. The primary objectives include:

- To have a common understanding of all aspects of SLCM, including operational and logistic requirements, affordability, time schedule, quality and risk;
- To create integrated and seamless business management practices that extend from initial concept through to retirement;
- To establish effective collaboration between all stakeholders, with clearly defined responsibilities;
- To facilitate technology insertion, mid-life updates and address obsolescence based on life cycle considerations;
- To define and apply an integrated systems approach to the development, use and support of systems, that meets specific requirements to minimise acquisition time, maximise effectiveness and minimise life cycle costs;
- To acquire systems that fulfil operational and logistic requirements, optimise internal and external interfaces, address integrated logistics and in-service support, and minimise production, in-service and disposal impacts on the environment.

Against this background, the 14th NATO LCM Conference will provide a platform for the presentation of innovative approaches and concepts in support of effective materiel management. In addition to specialist presentations and papers the conference will provide ample opportunity for the exchange of information between and among experts, programme managers and decision makers from the nations' armed forces, defence administration and industry.

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### **Briefing Abstracts**

The papers/briefings are to present status reports and results as well as expert analyses of current and future LCM, LCC and ILS implementation projects.

- Those interested in giving one or more presentation(s) in accordance with the theme of the conference are requested to submit their abstract(s) preferably in an electronic format (email);
- The time slots for the presentations are limited to 20 - 30 min. incl. 5-10 min. discussion time;
- Abstracts should not exceed 10 - 15 lines and should briefly address the subject and objective of the presentation;
- Your abstract submission should include the title(s) of the presentation(s), name and position of the speaker, organisation and full address with phone and fax numbers and email address.

### **Points of Contact**

Please send abstracts to the PoCs below. AC/327 will be pleased to advise you on the content of your paper, whereas Mittler Report Publishing is in charge of all organisational aspects.

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## **Tell Us What You Would Like**

We are currently in the process of developing the 2018/19 programme of events and would welcome your thoughts on suitable topics for the forthcoming workshops. This may be anything from a previous workshop or a completely new topic of interest.

Please forward all comments to our Secretary Neil Morrill who can be contact at [ndmorrill@dstl.gov.uk](mailto:ndmorrill@dstl.gov.uk) or call 01980 955 548.

## **Many thanks for your support**

## SCAF Management Committee Meetings 2017/18

Date	Venue	Focus
3 <sup>rd</sup> Oct 2017	ATKINS, Aldershot	2017/18 Programme and November workshop
7 <sup>th</sup> Nov 2017	QinetiQ, Bristol	Ideas for SCAF Challenge
5 <sup>th</sup> Dec 2017	ATKINS, Aldershot	February workshop
9 <sup>th</sup> Jan 2018	QinetiQ, Bristol	Finalise SCAF Challenge
6 <sup>th</sup> Mar 2018	ATKINS, Aldershot	Discuss Award Dinner nominations and annual SCAF budget
15 <sup>th</sup> May 2018	QinetiQ, Bristol	Annual Conference, final details for Awards Dinner and Committee nominations, confirm subscription amounts
10 <sup>th</sup> Jul 2018	ATKINS, Aldershot	Annual Conference final details
2 <sup>nd</sup> Oct 2018	ATKINS, Aldershot	Programme and November workshop

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 [editor@scaf.org.uk](mailto:editor@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 Secretary, Neil Morrill email: [ndmorrill@dstl.gov.uk](mailto:ndmorrill@dstl.gov.uk) or call 01980 955548

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

## Other Related Events

<b>15<sup>th</sup> Nov 2017</b>	Association of Cost Engineers Lecture – what are the future challenges and opportunities facing cost engineering for projects, IET Savoy Place, London (19.00 – 21.00). Please see <a href="http://www.acoste.org.uk">www.acoste.org.uk</a> for further details.
<b>7<sup>th</sup> Dec 2017</b>	Institute of Risk Management - Annual General Meeting and Annual Lecture 2017, The Willis Building, 51 Lime Street, London. Please see <a href="http://www.theirm.org">www.theirm.org</a> for further details.
<b>23<sup>rd</sup>-24<sup>th</sup> Jan 2018</b>	14 <sup>th</sup> NATO Life Cycle Management Conference, Parker Hotel Brussels Airport (Formerly Golden Tulip), Brussels, Belgium. For contact details please see page 14
<b>25<sup>th</sup> April 2018</b>	Association of Project Management Conference, The Barbican, London. Please see <a href="http://www.apm.org.uk">www.apm.org.uk</a> for further details.
<b>12<sup>th</sup>-15<sup>th</sup> Jun 2018</b>	International Cost Estimating and Analysis Association 2018 Professional Development and Training Workshop, Phoenix, Arizona. Please see <a href="http://www.iceaaonline.com">www.iceaaonline.com</a> for further details.
<b>11<sup>th</sup>-13<sup>th</sup> Sep 2018</b>	The OR Society – OR60 Annual Conference, Lancaster University, Bailrigg, Lancaster. Please see <a href="http://www.theorsociety.com">www.theorsociety.com</a> for further details

## Networking for the Cost Forecasting and Analysis Community



**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.

## SCAF 2017/18 Committee Members and Contact Details

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**Join us at our  
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