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## CHAIRMAN'S ADDRESS



Welcome, I hope you had a great Easter break! Did you manage to find any Easter eggs? Well the SCAF committee has been too busy organising and

arranging more great workshops to enjoy too much chocolate (honest!). In February we had a great workshop with the theme 'Affordability, Value for Money and Decision Making' in the newly refurbished RINA facilities in London. Everyone who attended had a great time and I had good reviews on the venue and the speakers. Andy Nolan brought some great energy to the event, Nicky Painter provided a brief on Collaboration, Ian Corder considered Benefits while John Moore gave us an insight into utility theory. Brian Tanner reviewed his work on Ice Patrol Ships whereas Craig Clark and Sandra Lewis gave us some Canadian understanding and it was good to see Dan Galorath from the USA bringing some American knowledge to our workshop.



Dan reminded us that the International Cost Estimating and Analysis Association (ICEAA) are having their workshop in Denver this year from the 10 to 13 June. It would be great to see a few SCAF members at the event particularly as SCAF signed an MOU during our February workshop with ICEAA to cooperate in the promotion of cost activities in the UK. Then in April the younger members of our cost community had their turn. The SCAF challenge this year considered the discipline of uncertainty and risk analysis and our presenters really got to grips with it. This event is exceeding all our expectations on the committee; this year we had to disappoint three

teams and extend the day with shorter 30 minutes slots to accommodate the eight teams that made the cut. For the first time we had a team from Norway join the fun - next year we will need to make this a two day event if it continues to grow!



The presenters gained valuable experience in techniques such as schedule analysis, cost estimation, risk management, Monte Carlo simulation and risk registers, to name but a few. This, along with the experience of presenting to a large crowd and the opportunity to network with other professionals and young members of staff from other companies, made it an invaluable experience for them, and a great day overall. I thank the expert panel again for their support; Dr Spencer Woodford, Alan Jones, Paul Moseley and Arthur Griffiths.

At the last committee meeting we concluded our voting for the SCAF awards this year. It will be an exciting evening with awards given for Best Newsletter article, Best Quality presentation, Best Technical Presentation, Innovation (P Pugh award) and the Members award based on highest score from feedback. Make sure you attend as the winner could be you!

The future programme for this year is shaping nicely with Preston and Bristol workshops in June and November respectively also the Annual Conference in September. Enjoy the rest of the Newsletter and put the dates in your diary.

Enjoy the rest of the SCAF year and summer.

*Dale Shermon* SCAF Chairman

# Next SCAF Workshop

## “Value Engineering and Value Analysis in the context of Austerity”

Tuesday 3<sup>rd</sup> June 2014

The Conference Centre, Ribby Hall Village, Wrea Green, Preston, Lancashire



Value Engineering is defined as a systematic method to improve the ‘value’ of goods or products and services by using an examination of function. It is sometimes taught within the project management or industrial engineering body of knowledge as a technique which identifies and removes unnecessary expenditure to increase the value for the manufacturer and/or their customers. In these times of austerity and defence cutbacks the systematic approach to value engineering could be an alternative to cancelling

projects. However, can we now afford to undertake such studies or have we reached a point where the benefits realization no longer matches the effort necessary to achieve it? Our speakers today include:

- **Massimo Pica**, President and Author, PMO4NoProfit – *“Value Management and Value Improving Practices in the Life Cycle of Projects”*.
- **Steve Webb**, Owner, SW (Software) Estimation – *“Estimating Uncertainty (using 3-pt estimation)”*.
- **Dr Stuart Wicks**, Head of Business Analysis, Rolls-Royce Submarines – *The Affordability Burden of Poor Value Specification”*.
- **Helen Holden**, Auditor, National Audit Office - *“The Reasonableness and Assumption Consistency in the MoD Equipment Plan 2013-2023”*.
- **Tony Murphy**, Senior Consultant, QinetiQ – *“Austerity and Government Spending”*.
- **Andy Nolan**, Lead Consultant, Rolls-Royce – *“Why Politicians, Optimists and Gamblers hate me: A structured approach to estimating improvement £ Benefit”*.
- **Dr Paul Baguley**, Research Fellow, Cranfield University – *“Title to be Confirmed”*

### Registration and Costs

Registration and coffee will be available from 09.15. The workshop will commence at 10.00. This event is free to members of the Society. Non-members are welcome to attend the workshop at a cost of £50.00 per delegate. A 10% discount is available for group bookings of more than 4 delegates and a 15% discount is available for group bookings of more than 10 delegates. These costs include all refreshments, a buffet lunch and **FREE** membership and attendance to all future SCAF organised events until August 2014.

Further details can be found on the SCAF website ([www.scaf.org.uk](http://www.scaf.org.uk)) or by contacting the Secretary Neil Morrill by email at: [ndmorrill@dstl.gov.uk](mailto:ndmorrill@dstl.gov.uk) or call 030 6770 3450.

## SCAF Summer Reception and Awards Banquet

8<sup>th</sup> July 2014

The Marriott City Centre Hotel, Bristol



To celebrate the Society's 30<sup>th</sup> Anniversary the management committee have agreed to combine our traditional summer reception with an awards banquet. This evening event will be held at the Marriott City Centre hotel, Bristol commencing at 7.00pm. Attendance (including dinner) at the event is FREE for members, their spouses and invited guests. 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 you as possible will attend and support this special evening.

**Registration Details:** Please contact Neil Morrill at [ndmorrill@mail.dstl.gov.uk](mailto:ndmorrill@mail.dstl.gov.uk) or call 0306 770 3450 to reserve your place

## SCAF and ICEAA sign a Memorandum of Understanding



SCAF (Society for Cost Analysis and Forecasting) was formed in September 1984 following recognition of the need for a forum where those with interests and experience in cost analysis and forecasting could meet and discuss problems and techniques. The objects for SCAF are to promote the best interests of its members and to improve and disseminate knowledge of costs analysis and forecasting methods.

ICEAA (International Cost Estimating and Analysis Association) is a US based professional association to advance, encourage and promote the profession of cost

estimating and analysis through the use of parametrics and other data-driven techniques for use by their membership as well as the general public.

SCAF and ICEAA recognise that they share specific objectives. By this Memorandum of Understanding (signed at the workshop in February) SCAF and ICEAA express their intention to join forces to meet their shared objectives. We look forward to welcoming ICEAA members at our future events and to facilitate professional networking opportunities between SCAF and ICEAA.

## Letter from the Editor

*By Arthur Griffiths, SCAF Newsletter Editor*



The first few months of the year have been very exciting. In February we held our first workshop of the year at the new headquarters of the Royal Institution of Naval Architects in London (just off Trafalgar Square) and took the opportunity to officially sign a Memorandum of Understanding (MoU) with ICEAA. I am sure this will be long term gain to both organisations and, in many instances it takes us closer to our roots. The MoU outlines the goals of the cooperation between us in terms of:

- To share, to elaborate and to develop analysis methodologies in the area of cost engineering.
- To facilitate professional networking opportunities between SCAF and ICEAA memberships.
- To promote and to develop educational programmes in the area of cost engineering.

Both organisations have agreed to invite authors of their respective articles and papers to submit their work for reciprocating publication. It is also intended that once a year SCAF and ICEAA jointly organize a seminar on a theme of mutual interest and that every leap year SCAF will co-brand and advertise ICEAA's European based Conference and Training programme.

March was a month of intense sporting activity. I was lucky enough to attend the rugby international at Twickenham between England and Wales and although the result was disappointing for us Welshmen the 84,000 crowd created a wonderful atmosphere enjoyed by all. The following week it was the turn of the Cheltenham Gold Cup. This horse racing event attracted over £1m in prize money for the day and a predominantly Irish crowd of 68,000 people in attendance – it was just like being in Ireland for the day. After a few days relaxing with the family in Wales it was off to the Millenium Stadium in Cardiff to watch the final game of the 6 Nations ruby championship between Wales and Scotland. The partisan crowd of 80,000+ and the wonderful rugby made it a day to remember. And finally to the end of the month where my local football club Gosport Borough played at Wembley Stadium in the FA Trophy Cup Final. An exhausting and wonderful month.

The 2014 SCAF Cost Estimating Challenge was held in April (a report on the event is given later in the newsletter). This really is an excellent learning event for the young presenters and the mixed (experienced and novice) audience alike. The audience feedback from the day was excellent and showed that this annual event is a must attend workshop for the costing community. The profile and quality of the presentations seem to rise every year and organisations are now eager to put forward teams to participate. Many of them come away saying that they have learned more about the art of cost estimating and the professionalism in the presentations.

I look forward to the workshop in June and to the Summer Reception and Awards Banquet in July and look forward to seeing you all there.

Please forward articles, letters or any other ideas for inclusion in the newsletter to:

Arthur Griffiths  
Editor, SCAF Newsletter  
Email: [editor@scaf.org.uk](mailto:editor@scaf.org.uk)

## Naval Warships: The Estimation of Assessment Phase Budgets

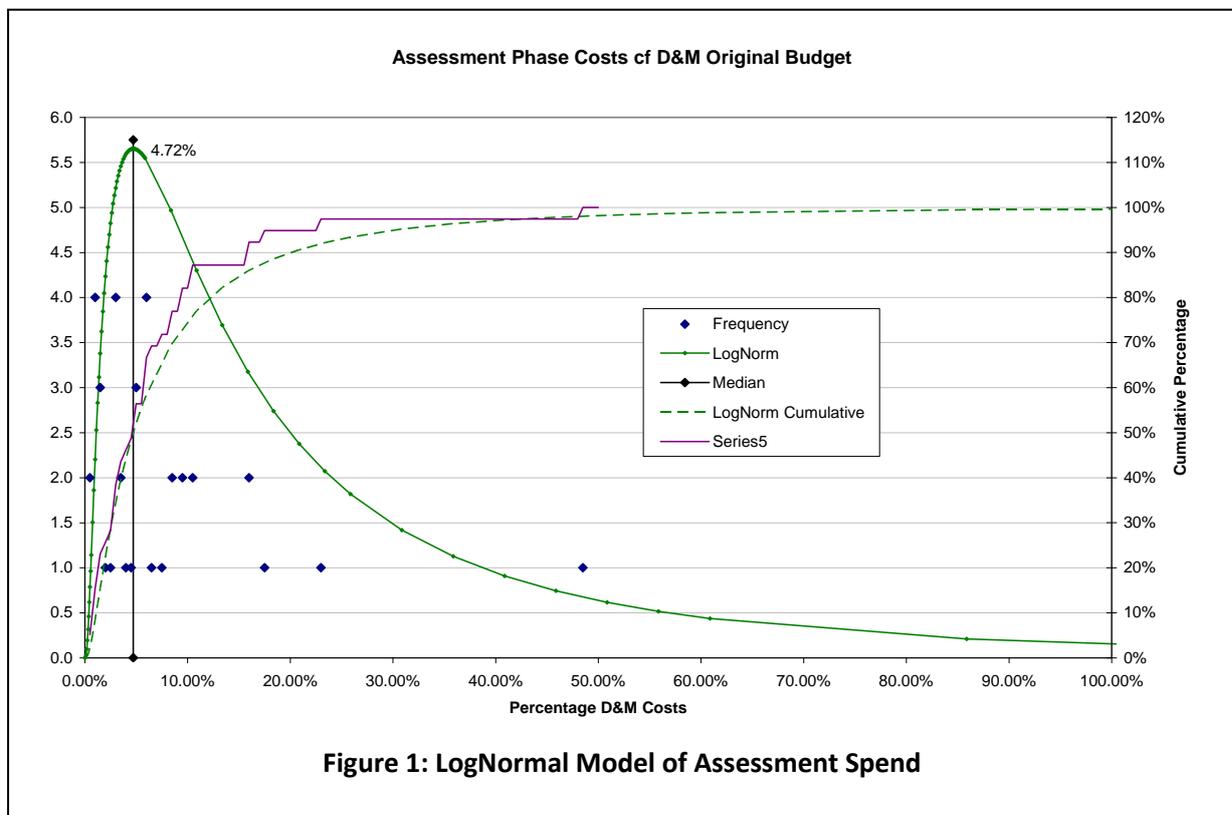
Brian Tanner, Independent Cost Analyst

### Introduction.

Prior to the Type 26 Global Combat Ship gaining its Initial Gate [IG] approval in March 2010, various Concept phase studies were undertaken to inform the budgeting process. One such study, of some three months duration, was undertaken in BAE Surface Ships to generate a concept design and provide estimated costs for both the Assessment and the Demonstration and Manufacture [D&M] phases. While D&M costs were generated using parametrics applied to the concept design, the Assessment phase costs had to be forecast using a more pragmatic approach.

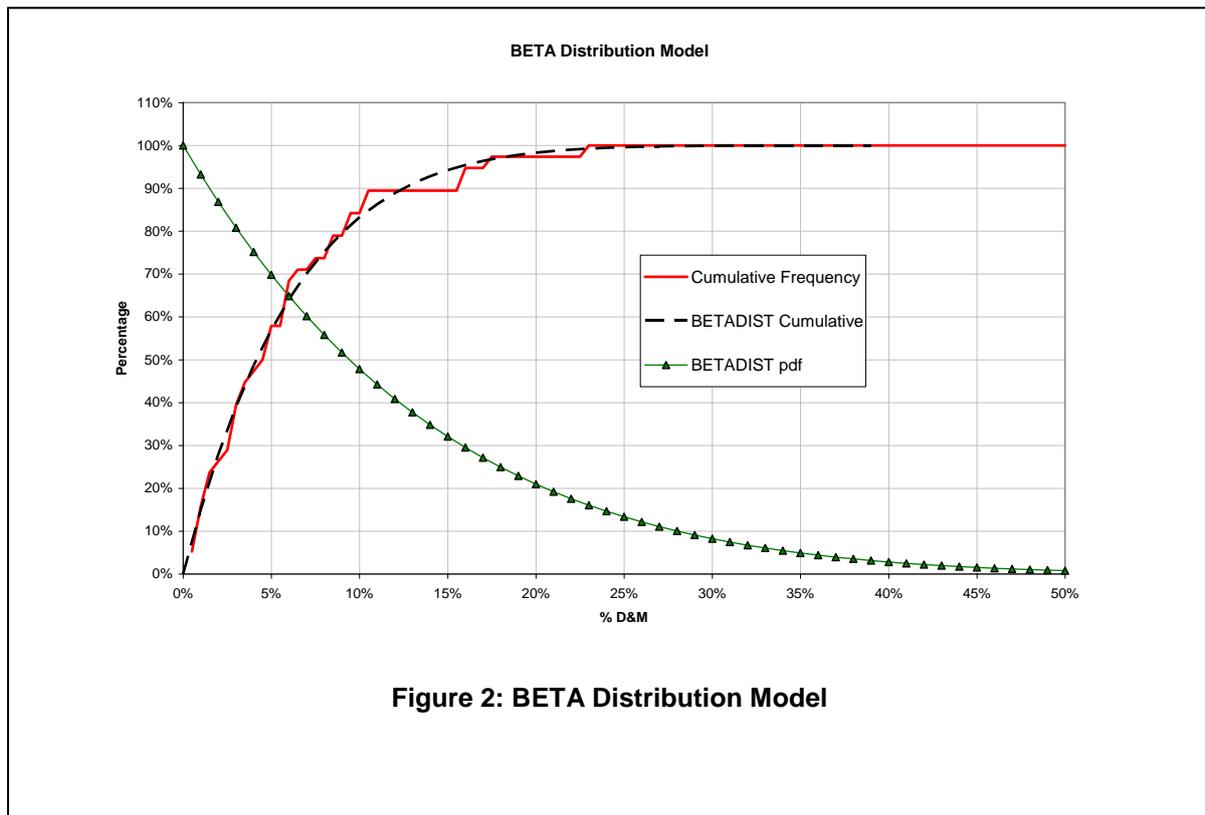
This short article reports the two approaches adopted to model the Assessment phase costs leading to the conclusion that a square law curve is a sufficient model of expenditure.

SMART Approvals Guidance Version 9.1 set a target of up to 15% of the total procurement costs to be invested pre-Main Gate Approval. The bulk of this would be expected to be spent on de-risking. The first approach adopted was to use the information in the National Audit Office [NAO] Major Projects Reports [MPRs] to identify typical levels of Assessment phase expenditure. The original MPR based data set is no longer to hand, but the chart shown in Figure 1 has been produced using available recent MPRs [up to MPR 2012] and assuming a stochastic model based on a lognormal distribution.



Any statistical analysis suffers from the small sample size that is the norm in defence expenditure. An alternative model that overcomes the sample size difficulties is the BETA distribution. The curve fitted to the available data is shown in Figure 2.

However, whichever model is adopted, the approach means that costs will vary as D&M costs vary, and as the study options included varying numbers of vessels this did occur. This drew unfavourable comments from UK MoD and led to an alternative approach being investigated subsequent to the study report.

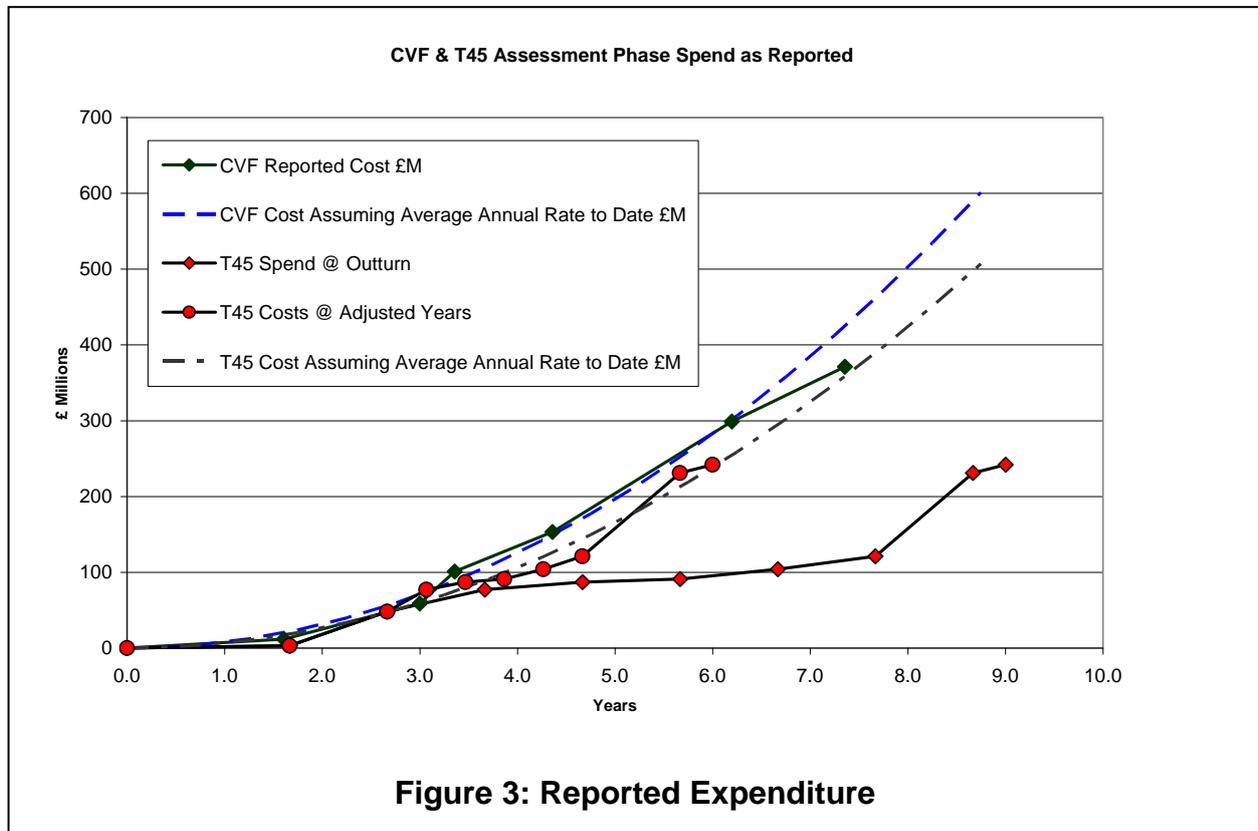


But first a digression. SMART procurement states up to 15% of procurement should be spent in the Assessment phase. But 15% of what? In theory, whether one or one hundred items are to be procured, the Assessment and Development costs should not vary significantly. 'The Management of Projects' by Peter W G Morris records that the Downey Report of the 1960s had suggested that up to 15% of the total development costs should be spent in Project Definition (comparable to Assessment) while the 1971 Rayner Report suggested a higher figure of 15% - 25%. For a naval warship the development costs are described as First of Class costs with the 'development' model being the first ship of the class. These definitions are significantly different from the Smart Acquisition guidance.

Naval vessel projects are few in number. Reported expenditures were sought for Queen Elizabeth Class [QEC] carriers and T45 destroyers. QEC data was readily available from MPRs but that for Type 45 was thought to be incomplete due to its history of joint international projects. However, data was found in written evidence to the House of Commons Defence Committee but expenditure prior to 1996 was reported as one figure. More recently, earlier MPRs available from 'official-documents.gov.uk' have provided in year and cumulative costs.

Initial Gate for Type 45 was assumed by the NAO to be the date of first approval for the Common New Generation Frigate, July 1991.

The original lack of continual annual data led to the approach of fitting a curve to available data using regression techniques to forecast in year expenditure that was then normalised using average earnings indices. With the more recent data it was possible to both repeat the earlier work with more definition and to normalise the QEC and Type 45 data before the regression analysis. The available data is plotted in Figure 3



For the Type 45 data, three adjustments had to be considered:

1. The written evidence spoke of a three year delay in Project Horizon with minimal expenditure. Data has been adjusted accordingly;
2. In Project Horizon the UK paid 12/22nds of costs, this being ratio of UK ships to the total number of ships. So costs should be increased by 83%. However collaborative projects have the 'rule of thumb' that an individual share is  $\frac{\sqrt{N}}{N}$ , in this case 0.58 so that together the individual costs would remain sensibly unaltered;
3. In the House of Commons Defence Committee evidence the pre 1996/97 expenditure was originally reported as £103M with a note "Includes aborted NFR Programme costs, around £7 million." In 2000 this cost changed to £87M with a note "Excludes aborted NFR Programme and other pre-CNGF costs." While other reported later costs then total £234M, the sum shown in later MPRs for the Assessment Phase. So reported costs prior to 2000 were adjusted by £16M.

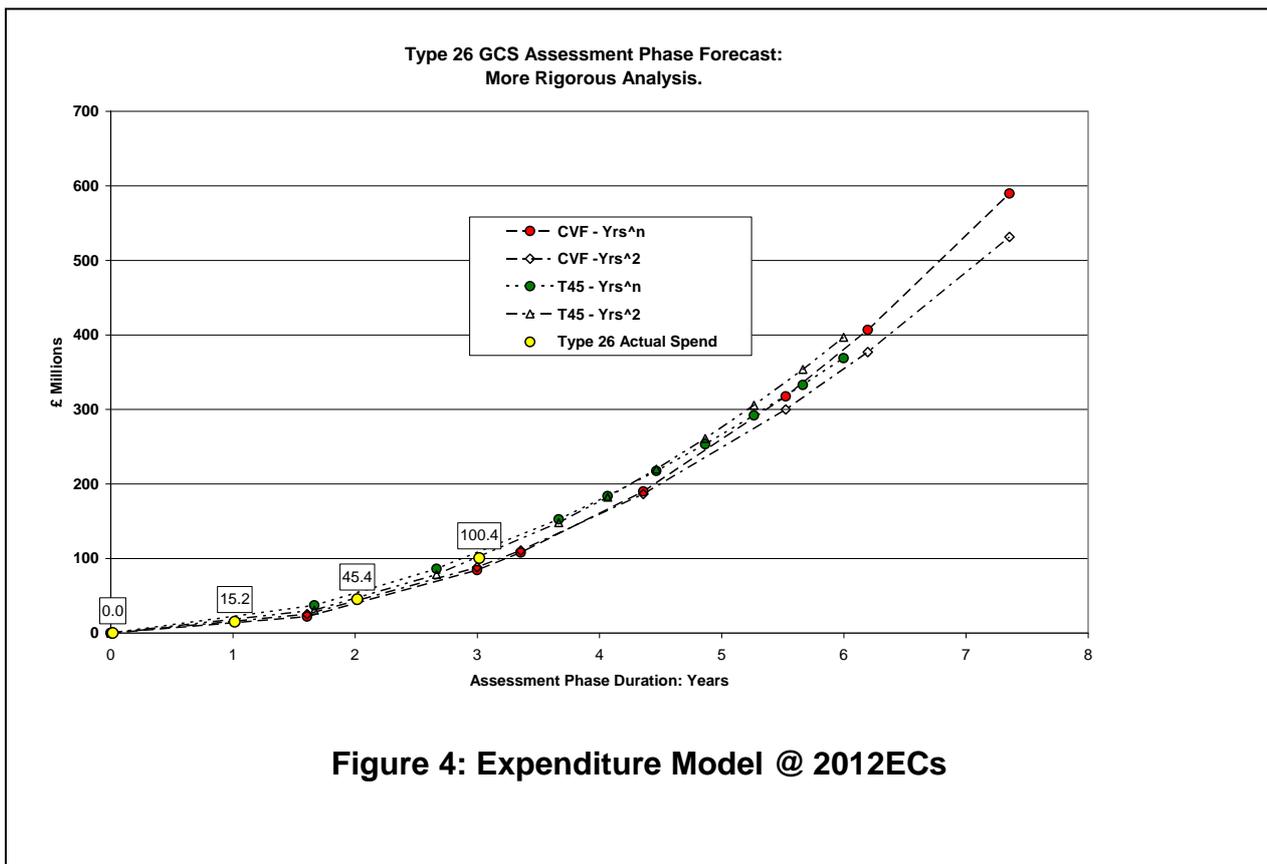
The analysis was carried out with the curves  $A * Y^n$  and  $A * Y^2$ , the latter being based on the original assumption that the rate of spend had a linear relationship with time. The results of the analysis showed good similarity between QEC and Type 45 expenditures.

At 2012 ECs the expenditure can be adequately modelled by two equations, those for each approach being tabled below:

	QEC – AY <sup>n</sup>	QEC – AY <sup>2</sup>	T45 – AY <sup>n</sup>	T45 – AY <sup>2</sup>
Original	11.61*Y <sup>1.944</sup>	10.4*Y <sup>2</sup>	13.9*Y <sup>1.91</sup>	11.7*Y <sup>2</sup>
Updated Original	11.21*Y <sup>1.944</sup>	10.04*Y <sup>2</sup>	14.9*Y <sup>1.88</sup>	12.1*Y <sup>2</sup>
Normalised First	7.86*Y <sup>2.16</sup>	9.82*Y <sup>2</sup>	14.85*Y <sup>1.79</sup>	11.0*Y <sup>2</sup>

These are probably best modelled as a uniform distribution in any stochastic model.

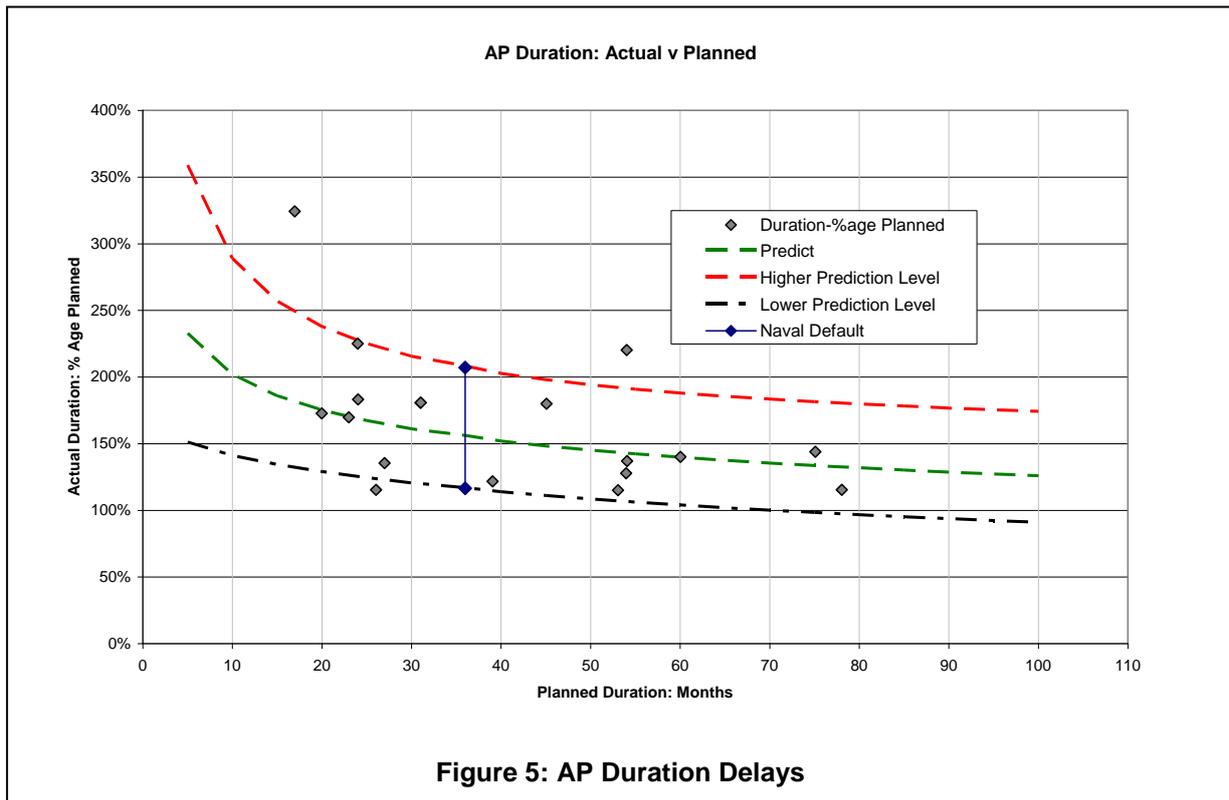
The original results of this work were supplied to the UK MoD. Their deliberations are a matter of conjecture, but Figure 4 shows the recently derived relationships together with the Type 26 Global Combat Ship expenditure as reported in the NAO MPRs - including MPR2013 - suitably normalised.



## Assessment Phase Timescales.

In addition to identifying a cost estimating relationship, the probable duration of the Assessment phase was assessed, the default assumption for a naval vessel being assumed to be three years.

The Major Projects Reports [MPR] contains IG dates together with Planned and Achieved Main Gate dates. The evaluation of overrun in percentage terms against planned duration is shown in Figure 5. Given the small sample size, this would be best treated as a risk until a larger sample can be constructed.



## Conclusions.

The original assumption was that the rate of spend increased linearly with time. One interpretation is that the cost is primarily labour costs and reflects a steadily increasing number of people developing the design. Ultimately this group of people would form the core of the Demonstration team.

The analyses reflect the reasonableness of the original assumption given that the power indices are in all cases close to two.

*Brian Tanner*

January 2014

## The SCAF 2014 Cost Estimating Challenge April Workshop, Bristol

Following the success of the SCAF Challenge last year we were pleased to receive several nominations from organisations wishing to participate at this year's event. The aim of this workshop was to provide an interactive training session in cost estimating through the presentation of case studies that had been conducted by professional teams from academia, industry and consultants with the added benefit of top-level critique by senior

figures in the profession. This year we had eight teams participating and had to turn down other teams due to lack of space.

The challenge this year was to assume that you had been offered the opportunity to work overseas as a cost analyst. The job was to start in 6 months' time and, as a diligent member of staff, this would require a plan. You have been asked to submit your expenses claim for re-location in advance to enable your new employer to agree a budget. Using your planning and cost estimating skills you start to plan the tasks required over the next 6 months. At the same time you realise that the budget needs to be presented and agreed. Using risk management it is your intention to ensure that you are not short of funds or left to fund anything yourself. In summary, the challenge was to plan your move overseas using uncertainty and risk analysis and propose a budget for this project. The budget presentation should cover: approaches to data gathering; uncertainty in the data; risk identification; presentation of the risk model; the effects of uncertainty in the data on the risk model and sensitivity analysis of the results.



**Members of the Teams from: Babcock, BAE Systems, BMT Group, Cost Assurance and Analysis Service (MoD), UK Defence Science and Technology Laboratory (Dstl), Norwegian Defence Research Establishment (FFI), Polaris Consulting and QinetiQ.**



The Senior Review Team in deep thought, from L-R:

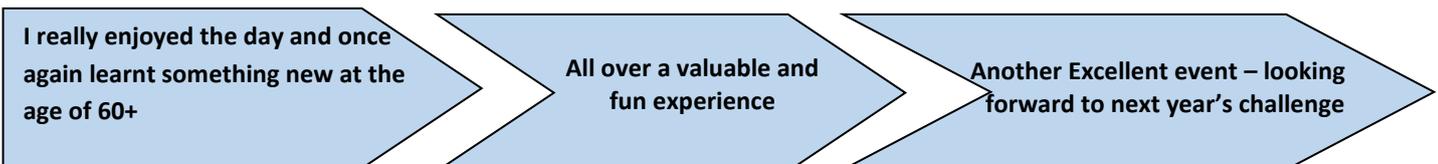
- Arthur Griffiths, SCAF Newsletter Editor
- Alan Jones, Chief Estimator, Professional Development, BAE Systems
- Paul Mosely, Head of Profession (CF), CAAS, Ministry of Defence
- Dr Spencer Woodford, Director, Burchelli Consulting



This was an excellent workshop that exposed the whole cost risk analysis process and facilitated the benefits of assessing costs through the establishment of a realistic costing boundary and appropriate analysis of financial risk. It was good to see eight similar but different approaches to the problem and this, in itself, was educational for all the attendees. The feedback on lessons learnt is indicative as was the usefulness of the exercise. Our thanks to all the teams and their organisations for their support to this excellent lessons learned workshop.

*A Very good event and an excellent opportunity to develop our teams and give them exposure to peer groups across other areas of business. All the teams were excellent in their own ways.*

## The comments and reviews say it all – Make sure you attend in 2015



## Affordability, Value for Money and Decision Making February Workshop, London

Affordability and Value for Money are some of the key elements in today's decision making process. Whether we are considering a new capital investment, transition programme or optimising in-services support services – the issues are the same. Recent announcement by

the Government on cost growth on major capital projects have questioned the basis of not only cost control but on the whole judgement of the decision process. The workshop therefore addressed the key issues around:

*“Do we understand what these key issues mean?”*

*“How do we do the Assessments and Evaluations?”*

*“How do we make appropriate judgement?”*

*“What are the key critical components to examine?”*

These were questions that were addressed by the workshop presenters. Our opening speaker was **Dan Galorath**, Chief Executive Officer, Galorath Incorporated. During his over three decades in the industry, Dan has been solving a variety of management, costing, systems, and software problems for both information technology and embedded systems. His presentation entitled *“Affordability Analysis: The role of Process, Cost and ROI Modelling in Improved Program Management and Performance”* was the ideal scene setter for the day. His three key points of: Viable Affordability Decisions; Repeatable Affordability Process and Best Value Decisions devolved into a discussion of a 10 step process each with goals and objectives culminating in selection of optimum alternatives and lessons learned. Dan's experience and presentation in the subject clearly demonstrated why he was awarded the 2009 Society of Cost Estimation and Analysis (SCEA) Lifetime Achievement award for contributions to the industry; and the International Society of Parametric Analysts (ISPA) Freiman Award, lifetime achievement award, awarded to individuals who have made outstanding contributions to the theoretical or applied aspects of parametric modelling.

**Ian Corder**, Life Cycle Cost Lead, Rolls-Royce spoke on *“The Value of Capability: Links between military capability, strategic national objectives and non-market goods”*. Ian has an academic background in Finance, Law and Real Estate and specialises in business and investment modelling, organisational strategy and business improvement. His discussion on why do we care about the benefits case in defence and the problems associated with appraising those benefits were thought provoking. His questions on *Is Benefit > Cost? Is Value created > Money spent?* begged the question “how should/do we value benefits?” and although there were many references to learned works it was clear from the presentation that there was no clear solution to overcoming the problems in defence benefits valuation.

*Forecasting the cost of a Future Ice-Capable ship* was the subject of the presentation by **Brian Tanner**, Independent Consultant. Brian has significant experience in ship costing and began his discussion with a short history on Ice Patrol Ships and their key requirements. He spoke about the MoD replacement programme and the current practice of leasing vessels for MoD and scientific use. What was interesting here was the use of public domain information to construct hypothesis on likely future costs and performance implications. Brian's background in Naval Architecture provided him with the ability to fluidly answer questions from the audience and to also demonstrate the value of the information gathered. As a post workshop note, the Government announced in late April that it was intending to order an ice patrol ship for scientific studies at a cost that was within the cost bands shown in Brian's presentation costing charts.

Following lunch, **Nicky Painter and Robert Shields**, Associates, Institute for Collaborative Working spoke on collaborating for success with a presentation on *“How collaboration can add Value and Facilitate sound decision making”*. This gave the attendees the opportunity to review the current status of the world’s first national standard for collaborative relationship management. BS11000 provides a structure for business relationships and the benefits that the framework provides. The certificate *provides documented evidence that your organisation meets - and continues to meet - all the necessary requirements for successful collaboration. It could be specified as a requirement for contract award where a partnering approach is fundamental to success. It is already an internationally recognised certificate – and progress is underway towards ISO status.*

**Andy Nolan** joined Rolls-Royce in 1989 after completing a degree at Sheffield University in computer science. He is a Fellow of the British Computer Society and a Chartered Software Engineer. He has spent over 24 years in software development and project management. Andy is full time in the development of Rolls-Royce’s project estimation capability and is a certified Six Sigma Black Belt. Andy’s presentation had the unusual title of *“The 7 +/- 2 uses for an estimation tool”*. He brought some great energy (*through maybe too much caffeine*) to his presentation and gave a number of caffeine related examples to present critical factors and value. Using COCOMO to identify, measure and improve and, by so doing, providing benefit to the company through improving the throughput of software development. The Thought Experiment that Performance =  $F(t)$  was an excellent method of demonstrating a situation where if productivity was linked to caffeine how would this “fact” change how you run a project or business. An interesting method of demonstrating and we could easily see the audience taking up more water during the break.

**John Moore**, Senior Consultant, QinetiQ gave a presentation on *“Utility-Based Methods for Acquisition Decisions”*. This was very much in the mould of alternative comparative analysis through multivariate utility and the more traditional MCDA and COEIA approaches. John used a worked example to demonstrate alternative methods of approaching decisions and showed the relative merits and constraints of each. What was clear was the measuring the overall benefit was much more than a numbers game. The conclusion drawn from the worked examples showed that the joint utility formulation provides a means of evaluating trade-offs across multiple decision criteria without being forced into the straitjacket of MCDA and that the use of a graphical “heat map” and indifference curves gave the analyst a very effective way of identifying and communicating cost-benefit trade-off preferences. An excellent presentation on methodologies to provide sound options analysis to meet the statutory requirements for public contract awards.

Our final presentation of the workshop was given by **Sandra Lewis and Craig Clark**, Principal Consultants, Decision Analysis Services Ltd. The topic of the discussion was *“Reviewing the Affordability of the Canadian Joint Supply Ship Programme”*. This was based on work conducted by the team on behalf of the Canadian Parliamentary Budget Office and the presentation covered the approach, a schedule analysis and a cost and budget analysis. It was interesting to note how the independent assurance was achieved and measured against the budget. How parametrics and historical trend analysis was conducted to validate the schedule and cost estimates and how the conclusions drawn from the study compared with those of the Canadian PBO. Although this was the final presentation of the day, the level of detail discussed together with the measurement of ‘premiums’ having to be considered for the generation of organic shipbuilding capability kept the attendees fully interested in the outcome. Another excellent and well-presented paper.

Our thanks to all the presenters for making this a very successful workshop. Copies of all the presentations can be seen on the SCAF website: <http://www.scaf.org.uk>

## Later in 2014

**03 June SCAF Workshop Theme: “Value Engineering and Value Analysis in the context of Austerity”, The Conference Centre, Ribby Hall Village, Wrea Green, Preston, Lancashire**

*Value Engineering is defined as a systematic method to improve the ‘value’ of goods or products and services by using an examination of function. Value can therefore be increased by either improving the function or reducing the cost. It is sometimes taught within the project management or industrial engineering body of knowledge as a technique which identifies and removes unnecessary expenditure to increase the value for the manufacturer and/or their customers. However, can we now afford to undertake such studies or have we reached a point where the benefits realization no longer matches the effort necessary to achieve it?*

**08 July SCAF Summer Reception and Awards Dinner, Marriott City Centre Hotel, Bristol**

*This year we will be holding an evening banquet event at the Marriott City Centre Hotel in Bristol to celebrate our 30<sup>th</sup> anniversary. All members and their spouses/partners are invited to attend and accommodation is available at discount prices. **Further details will be published closer to the event but to avoid disappointment please contact the Secretary if you are planning to attend – this will also help with the planning for the evening.***

**16 September SCAF Annual Conference “Benefits of Cost Engineering and Accurate Cost Forecasting”, The BAWA Centre, Filton, Bristol**

*The Annual Conference attracts many delegates and provides the opportunity to hear presentations from government and industry expert speakers on a range of cost related topics. **Please contact the Secretary if you would like to present a paper.***

**18 November Joint Workshop Theme: Affordability and Value for Money, The BAWA Centre, Filton, Bristol**

*We are delighted to announce our joint meeting with the Operational Research Society, Defence SIG. Several of our members have attended previous ISMOR conferences and there is no doubt that there is a great deal of synergy between the Operational Research and Costing community. We plan to change the format of the day slightly by having three speakers from both organizations covering two principal themes (one for the morning and one for the afternoon) with specific periods for open Question and Answer discussions. **Please contact the Secretary if you would like to present a paper.***

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](mailto:ndmorrill@dstl.gov.uk)

**Other Related  
Events**

**10-13 June 2014 International Cost Estimating and Analysis Association (ICEAA) Professional Development and Training Workshop, Marriott Denver City Center, Denver, Colorado.**

This Annual Conference has well-known Keynote Speakers and Innovative Panel Sessions, Integrated Training Tracks, Informative Workshops and Exciting Vendor Exhibits. Separate certification exams are offered at the conference for a separate fee. For further details and registration can be obtained from [www.iceaonline.org](http://www.iceaonline.org)

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

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

## SCAF Management Committee Meetings

Date	Venue	Focus
7 <sup>th</sup> January 2014	QinetiQ offices, Bristol	SCAF Challenge and 2014 events content
11 <sup>th</sup> March 2014	BMT offices, Fareham	Society awards nominations and agreement
20 <sup>th</sup> May 2014	QinetiQ offices, Bristol	Annual Conference and final details for awards dinner, committee elections and AGM Notices
15 <sup>th</sup> July 2014	BMT offices, Fareham	Annual Conference final details and committee nominations
7 <sup>th</sup> October 2014	QinetiQ offices, Bristol	2015 events programme
12 <sup>th</sup> November 2014	BMT offices, Fareham	2015 workshops content
9 <sup>th</sup> December 2014	QinetiQ offices, Bristol	Finalise 2015 events programme and interim 2016 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 [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 Committee Elections 2014/15

It is time to start thinking about who you would like to run our Society. The Elections Committee is responsible for soliciting a list of qualified candidates for a membership vote. The election for 2014 will be for four (4) members of the management committee who will serve a two-year term of office. The requirements for being on the committee include:

- Being a member in good standing (membership dues must be current at all times)
- Attending the committee meetings
- Supporting the Society by performing special activities as directed by the committee

In addition to meeting these requirements, qualified candidates must complete a completed submission form suitably supported by a proposer to the returns officer at the address shown on the form. The nominations form will be mailed to all members and will also be available on the SCAF website.



[www.scaf.org.uk](http://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 3 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 a Not-for-Profit organisation and continues to provide members with exceptional value for money.

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