



BK SURCO TRAINING

presents a series of

COMMERCIAL AND CONTRACT MANAGEMENT TRAINING SEMINARS

for

CONSTRUCTION PROFESSIONALS

Spring 2012



BK SURCO Limited

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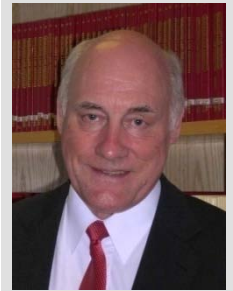
BK SURCO Training is an incorporated joint venture between Battersby Kingsfield Limited, the Hong Kong based operating company of the BK Asia Pacific Group, providing Project Management, Commercial and Contract Management Services to the Hong Kong and International Construction Industries, and SURCO Ltd, the information business of the Chartered Institution of Civil Engineering Surveyors.

BK SURCO Training was founded to provide commercial training resources, advice and help for employers of construction personnel, especially those working in civil engineering, and for individuals engaged in commercial activities within the industry.

BK SURCO Training combines the experience of SURCO Training's experience of providing training advice and structured training programmes for many leading construction companies and employers of engineering services and public seminars in the United Kingdom over many years and the experience of BKAsiaPacific in providing commercial and contract management training in Hong Kong and internationally in China, France, India, Japan, Malaysia, Philippines, Singapore, Thailand and Vietnam.

Training from Experts – Tutors

John Battersby is a Quantity Surveyor by profession having worked in the construction industry for 45 years, 29 years of which have been spent working on projects in Hong Kong, China and South East Asia. He is a Fellow of the Chartered Institute of Building, Hong Kong Institute of Construction Managers, Chartered Institution of Civil Engineering Surveyors, Chartered Institute of Arbitrators and Hong Kong Institute of Arbitrators and a Member of the Royal Institution of Chartered Surveyors and Hong Kong Institute of Surveyors. John has acted as an expert witness several times, both in arbitration and litigation, in respect of additional cost/loss and expense/damages claims, measurement issues, adjustment of rates, valuation of variations and causes and effects of delays to construction works. He has acted both as party appointed expert and "single joint expert" (or "tribunal expert"). He is a Practising Member of the Academy of Experts and accredited by the Academy as an Expert. He has also been appointed as Arbitrator, Assessor, Mediator and Dispute Resolution Advisor several times.



Nicholas Seymour is a Chartered Quantity Surveyor who has had over 39 years working experience in the construction industry. He specializes in the provision of commercial, contracts and claims avoidance advice during the tender/pre-contract stages for building and civil engineering projects and the provision of commercial, contracts, dispute resolution advice and expert services during the post contract stage including advice and assistance regarding mediation, arbitration and litigation. Nicholas is a Fellow of the Royal Institution of Chartered Surveyors, Fellow of the Chartered Institute of Arbitrators, Fellow of the Hong Kong Institute of Arbitrators, Fellow of the Chartered Institution of Civil Engineering Surveyors and holds a MSc in Construction Law and Arbitration and is a CEDR Accredited Mediator. Nicholas is a council member and past Chairman of the Society of Construction Law Hong Kong and the past Chairman of the Construction Committee of the Hong Kong Mediation Council.

Louise Popplewell is a Chartered Quantity Surveyor by profession, and has worked in the construction industry for 36 years, being based in Hong Kong for the past 31 years, employed with both contractors and consultants. She is a Fellow of the Royal Institution of Chartered Surveyors, the Hong Kong Institute of Surveyors, the Chartered Institute of Arbitrators, and a Registered Professional Surveyor. She is also an Accredited Mediator and Assessor for the Hong Kong International Arbitration Centre. Louise has specialised in dispute resolution in the past 13 years representing clients in arbitrations and mediations, as well as providing contractual and expert advice. She has been appointed as expert witness on several occasions, and acts as mediator. She is an experienced training presenter, a mediation coach and is a well-known local speaker.



Julian Eynon-Lewis is a lawyer and quantity surveyor and has worked as both in the Construction and Engineering industry and related fields for more than 16 years. He has advised employers, contractors, consultants, insurers on a wide variety of contentious and non-contentious project work, including the drafting of contracts, arbitration and litigation. Julian is a member of the Chartered Institution of Civil Engineering Surveyors and the Society of Construction Law Hong Kong.

Dr. Brenda YIP has contributed to the construction industry and academia for more than 20 years. She is a Member of the Royal Institution of Chartered Surveyors, the Chartered Institute of Building, the Hong Kong Institute of Construction Managers, the Hong Kong Institution of Engineers and the Australian Institute of Building. Brenda has gained substantial professional experience in building engineering and project management for numerous successful large scale public and private property developments. Brenda has held a Professoriate post at the Department of Real Estate and Construction at the University of Hong Kong. Her teaching experience includes diversified areas in construction management at both undergraduate and postgraduate levels. She is also actively involved in research and knowledge transfer within the industry. She has a proven publication record and has been awarded an international fellowship, four awards and commendations related to her achievements. Brenda has recently worked with the Hong Kong Green Building Council as Head of Projects and Programmes.



Commercial and Contract Management Training Seminars for Construction Professionals

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Principles of Contract Law for Construction Contracts

Half Day 28 Feb 2012 (Tue) 0900-1230

Aims

To give participants the opportunity of:

- furthering their knowledge of the principles of contract law relevant to construction contracts
- understanding how such principles are relevant to day to day problems encountered in the construction industry
- receiving advice on how to apply such principles in various situations

Coverage

- Lectures:
 - development of the law in common law jurisdictions
 - introduction to contract law
 - essential elements of a contract
 - construction of contracts
 - payment and varied works
 - default and damages
 - time for completion and liquidated damages
 - defences for non-performance
 - doctrines and remedies
 - limitations by statute
- Questions and Advice

Who should attend

All architects, engineers, quantity surveyors and others who on behalf of:

- architectural and engineering consultants
 - employers and government departments
 - contractors
- and
- sub-contractors

who wish to know more about the legal principles on which the contracts they are administering are based.

Bonds, Guarantees, Collateral Warranties & Letters of Credit

Half Day 29 Feb 2012 (Wed) 0900-1230

Aims

To give participants the opportunity of:

- furthering their knowledge of the purpose and use of bonds, guarantees, collateral warranties and Letters of Credit in the construction industry
- understanding the principles behind the use of bonds, guarantees and collateral warranties, how to recognize the different agreements and some of the pitfalls to look out for
- understanding the principles behind the use of Letters of Credit, their advantages and disadvantages

Coverage

- Lectures:
 - types of bond and guarantee and how they work
 - common types of bond and guarantee including On-demand and Conditional bonds
 - calling of bonds
 - importance of wording of bonds and guarantees
 - review of typical forms of bonds and guarantees
 - reasons for use of Collateral Warranties in the construction industry
 - how collateral warranties work
 - points to consider when preparing a collateral warranty and review of typical form of warranty
 - purpose of Letters of Credit and how they work
 - review of typical form of Letters of Credit
 - risks of using Letters of Credit
- Questions and Answers

Who should attend

All architects, builders, engineers, surveyors, commercial managers, administrators, contractors and sub-contractors involved with project documentation and the management of risk.

Any other professionals that advise clients on such issues.

For enquiries, please contact BK SURCO Training on (852) 2687 2267 or bksurcotraining@bkasiapacific.com

Planning, Programming and Resource Management

Half Day 1 Mar 2012 (Thu) 0900-1230

Aims

To give participants the opportunity of:

- furthering their knowledge of different planning techniques and project management systems.
- understanding the importance of planning and programming in tender and site management processes
- actively participating in questioning and discussing the application of such principles

Coverage

- Lectures:
 - requirements of the HKSAR General Conditions of Contract and HKIA / RICS Standard Form of Building Contract in relation to programming
 - planning concepts, forms of programme and their applications
 - programming techniques
 - frequently made mistakes
- Questions and Advice

Who should attend

All architects, builders, engineers, planners, project managers, contractors, sub-contractors and those who are involved in planning, programming and resources management.

Any other professionals who advise clients on such issues.

Introduction to Construction Insurance

Half Day 6 Mar 2012 (Tue) 0900-1230

Aims

To give participants the opportunity of:

- understanding the concept of transferring risk and the use of insurance within the process
- furthering their knowledge of the purpose and use of insurance in the construction industry
- understanding the necessity for and types of insurance cover used on construction and engineering projects
- understanding the insurance requirements in construction contracts

Coverage

- Lectures:
 - development of risk transfer and modern insurance
 - what is insurance and the types of insurance available
 - insurance terminology
 - characteristics of insurance contracts
 - the modern insurance market
 - risk management and the transfer of risk in construction
 - insurance on construction projects
 - typical requirements in Hong Kong Private and Public Sector Contract Forms
- Questions and Answers

Who should attend

All architects, builders, engineers, surveyors, commercial managers, administrators, contractors and sub-contractors involved with project documentation and/or construction related insurance and the making of claims.

Any other professionals that advise clients on such issues.

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An Introduction to the NEC (ECC) Form of Contract

Half Day 8 Mar 2012 (Thu) 0900-1230

Aims

To give participants the opportunity:

- of understanding the philosophy adopted in the preparation of the NEC suite of contracts
- of understanding the structure of the NEC suite of contracts
- to consider some of the unique features of the NEC Form of Contract and its associated documentation

Coverage

- Lectures:
 - history and development
 - structure
 - mutual trust and co-operation
 - primary and secondary options
 - use of options
 - terminology, early warning notice, compensation event, prevention, key dates
 - associated documentation
 - selected core clauses

Who should attend

All construction professionals involved or likely to be involved with the NEC Form of Contract.

Introduction to the Law of Tort (including Negligence and Nuisance)

Half Day 13 Mar 2012 (Tue) 0900-1230

Aims

To give participants the opportunity of:

- furthering their knowledge and understanding of the development of the law of tort
- understanding how the law of tort is relevant to the construction industry and the professionals within it
- furthering their knowledge and understanding of negligence, nuisance and misrepresentation, their relevance to construction projects and construction professionals
- how construction professionals can identify and manage situations that may give rise to tortious liability on a construction project

Coverage

- Lectures:
 - development of law in common law jurisdictions
 - introduction to law of tort, duties and interests
 - classifications of tort
 - application of the law of tort to construction
 - tort of negligence, nuisance and misrepresentation
 - remedies
- Questions and Answers

Who should attend

All architects, builders, engineers, surveyors, commercial managers, administrators, contractors and sub-contractors involved with the management of risk and minimization of claims.

Any other professionals that advise clients on such issues.

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An Introduction to Construction Design Management (CDM)

Half Day 14 Mar 2012 (Wed) 0900-1230

Aims

To give participants the opportunity of:

- appreciating the principles of Construction Design and Management (CDM) and how it interacts with health and safety in the whole building life cycle
- understanding CDM processes and deliverables
- getting to know the status and application of CDM in Hong Kong

Coverage

- Lectures:
 - the principles of CDM
 - CDM regulations in UK
 - CDM processes and deliverables
 - roles and responsibilities of duty holders
 - application of CDM in Hong Kong
- Questions and Answers

Who should attend

All construction professionals, administrators and others who are involved at management level within the whole project life cycle: design, construction, operation, maintenance, renovation and decommissioning.

An Introduction to Financial Control Reporting and Forecasting

Half Day 15 Mar 2012 (Thu) 0900-1230

Aims

To give participants the opportunity of:

- understanding the importance of financial control, reporting and forecasting and the principles and processes that underpin them in the construction industry
- understanding the importance of cashflow to and the commercial focus of a construction company with a review of how the business makes money by considering the returns of capital employed, cash management and profit and loss
- understanding construction resource information and their associated costs and how to monitor, review and report them to the business management, including the preparation of a cost/value reconciliation

Coverage

- Lectures:
 - corporate affairs
 - return on capital employed and comparison with other industries
 - cash management
 - profit and loss
 - process of financial control
 - reporting frequency
 - process of financial forecasting and the reporting chain
 - business unit operational plan
 - project forecast and its formulation
 - forecasting cost by using resources
 - forecasting income
 - process of financial reporting, including cost/value reconciliations
 - monitoring of resources

Who should attend

All architects, builders, engineers, surveyors, commercial managers and management involved with contracting and/or the management of construction resources and the evaluation and management of construction.

Any other professionals that advise clients on such issues.

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Identifying, Classifying and Accommodating Risk

Half Day 20 Mar 2012 (Tue) 0900-1230

Aims

To give participants the opportunity of:

- understanding risk as part of the decision making process in construction
- understanding the techniques used in the identification, classification and accommodation of risk as part of the tender process
- appreciating the importance of tender risk analysis

Coverage

- Lectures:
 - certainty and uncertainty
 - theory of risk
 - what is risk?
 - reactions to risk
 - terminology
 - probability, uncertainty etc
 - probability theory
 - framework for risk assessment
 - sources, classification and effect of risk
 - guide to assessing risk consequences
 - response to risk
 - a guide to using a simple risk assessment system (using risk register)

Who should attend

All construction professionals involved with the identification, assessment and management of risk, the preparation of tenders and the management of construction.

Any other professionals that advise clients on such issues.

BQ Problems on Government Civil Engineering Contracts

Half Day 21 Mar 2012 (Wed) 0900-1230

Aims

To give participants the opportunity of:

- furthering their knowledge of the purpose of the BQ, its status under the Contract, problems that can arise from its poor preparation and the contractual provisions for resolving such problems
- receiving advice on how problems associated with the BQ can be avoided
- actively participating in questioning and discussion, by reference to real life case study, how such problems should be resolved

Coverage

- Lectures:
 - introduction to BQ
 - purpose of BQ
 - status of BQ under the Contract
 - ambiguities and discrepancies
 - errors in descriptions
 - omitted items
 - errors in quantities
 - Standard Method of Measurement (“SMM”)
- Case Study:
 - dispute as to method of measurement of pipes
- Advice:
 - best practice for preparing BQ to avoid problems
 - best practice for overcoming time constraints, lack of design information and lack of site investigation information

Who should attend

Contractors’

- commercial managers / quantity surveyors

and those involved in contract administration on behalf of consulting engineers and government departments and

- lawyers

who are involved in advising clients on claims in respect of errors in BQs and omissions therefrom.

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An Introduction to Target Cost Contracting

Half Day 22 Mar 2012 (Thu) 0900-1230

Aims

To give participants the opportunity of:

- familiarizing themselves with the nature of target cost contracts
- understanding why target cost contracts are used and the benefits of using them
- understanding the administration of target cost contracts

Coverage

- Lectures:
 - what is a target cost contract?
 - why use target cost contracting?
 - overview of target cost contracting, including fee, target cost, shared risks (gain/pain), traditional risks
 - advantages of using target cost contracts.
 - acceptance of tender and agreement of the target cost.
 - administration of target cost contracts (including adjustment to the Target Cost, Fee etc, outturn cost, open book accounting, disallowed costs, variations, value engineering, time, delay recovery).
 - keys to successful target cost contracting (including collaboration, staff roles and responsibilities, participation).
 - completion and the final account.
 - examples of target cost contracts in Hong Kong

Who should attend

All construction professionals involved or likely to be involved with target cost contracting.

Employment and Management of Sub-Contractors

Half Day 27 Mar 2012 (Tue) 0900-1230

Aims

To give participants the opportunity of:

- furthering their knowledge of contractual and commercial matters relating to sub-contracting
- understanding the importance of proactive management of sub-contractors and careful administration of sub-contracts

Coverage

- Lectures:
 - why do we subcontract?
 - procurement (including the supply chain, the enquiry, the selection process)
 - the subcontract (including form used, nominated subcontractors, insurances, bonds, warranties and guarantees, liquidated damages, facilities, documents forming part of the subcontract and the subcontract order)
 - the subcontractor on site (including instructions to start work, planning, programme and progress, performance, quality, change and change control, records)
 - subcontract payment (including assessment periods, applications, payment periods, amounts due, retention, discounts)
 - dispute resolution
 - completion (including completion certificates, defects liability, close out reports)

Who should attend

All architects, engineers, quantity surveyors and others involved with the employment, and/or management of subcontractors and the administration of subcontracts.

Any other professionals that advise clients on such issues.

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Improvement of Safety Performance at Management Level

Half Day 28 Mar 2012 (Wed) 0900-1230

Aims

To give participants the opportunity of:

- furthering their knowledge of existing initiatives and understanding the current issues in safety management
- understanding the importance of engagement and commitment of the company management and the facilitation of a safety culture throughout the company
- appreciating the direct and indirect cost of construction incidents and accidents

Coverage

- Lectures:
 - safety initiatives and their effectiveness
 - commitment of the senior management
 - empowerment of project participants
 - risk perception and management
 - facilitating a safety culture
 - construction incident/accident cost calculations
- Questions and Answers

Who should attend

All construction professionals at a management level and others who are involved in devising and implementing safety policies, procedures and management systems.

Extensions of Time

Half Day 29 Mar 2012 (Thu) 0900-1230

Aims

To give participants the opportunity of:

- furthering their knowledge of contractual and commercial matters relating to extensions of time
- receiving advice on real life contractual and commercial problems
- receiving advice on how to minimize the risk of improper deductions of liquidated damages
- understanding the importance of the extension of time clause to the Employer as well as the Contractor

Coverage

- Lectures:
 - Contract completion requirements
 - Importance of programming
 - Delays to progress and completion
 - Concurrent delays
 - Who owns the float?
 - How to avoid arguments on concurrent delay
 - Non-completion certificate
 - Notice of delay
- Questions and Advice

Who should attend

All architects, engineers, quantity surveyors and others who are involved in the notification, processing and granting of extensions of time on behalf of:

- architectural and engineering consultants
- employers
- contractors
- sub-contractors

and

- lawyers

who are involved in advising clients on such issues

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Prolongation Claims

Half Day 11 April 2012 (Wed) 0900-1230

Aims

To give participants the opportunity of:

- furthering their knowledge of contractual and commercial matters relating to valuation and assessment of prolongation claims
- receiving advice on real life contractual and commercial problems
- receiving advice on how to maximize revenue from prolongation claims resulting from variations

Coverage

- Lectures:
 - requirements of the HKSAR GCC and HKIA/RICS contract in relation to prolongation claims
 - claimable elements of prolongation
 - notices of claim
 - concurrent delays
 - importance of programming
- Questions and Advice

Who should attend

All architects, engineers, quantity surveyors and others who are involved in the valuation and assessment of prolongation and recovery of additional payment from prolongation arising from delays to progress on behalf of:

- architectural and engineering consultants
 - employers
 - contractors
 - sub-contractors
- and
- lawyers
- who are involved in advising clients on such issues

Sustainable Building Standards, Best Practices and Management

Half Day 12 Apr 2012 (Thu) 0900-1230

Aims

To give participants the opportunity of:

- getting to know the latest sustainable building standards and best practices in new buildings and retrofitting existing buildings
- understanding the green building labelling system (BEAM Plus), recognised by the Development Bureau, and its relation to granting GFA concessions

Coverage

- Lectures:
 - industrial standards and professional practices
 - policies and initiatives on sustainable built environment
 - Building Environmental Assessment Method (BEAM Plus)
 - green features and technologies
 - sustainable performance benchmarking
 - sustainable life cycle management
- Questions and Advice

Who should attend

All architects, project managers, builders, engineers, surveyors, administrators on behalf of government departments, developers, architectural and engineering consultants, contractors, sub-contractors, property management and others who are involved in sustainable planning, design, construction, management, operation, maintenance, renovation and decommissioning of buildings.

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Valuation of Variations

Half Day 18 Apr 2012 (Wed) 0900-1230

Aims

To give participants the opportunity of:

- furthering their knowledge of contractual and commercial matters relating to valuation of variations
- receiving advice on real life contractual and commercial problems
- receiving advice on how to maximize revenue from variations

Coverage

- Lectures:
 - Introduction – what is a variation?
 - Ordered variations
 - Valuation of Variations
 - Impact of Variations on time for completion
 - Impact of Variations on other work
 - “Deemed Variations”
 - Provisional Sums
 - Notice relating to variations
- Questions and Advice

Who should attend

All architects, engineers, quantity surveyors and others who are involved in the valuation of variations and recovery of additional payment from variations on behalf of:

- architectural and engineering consultants
 - employers
 - contractors
 - sub-contractors
- and
- lawyers
- who are involved in advising clients on such issues

An Overview of Mediation and the Presentation of a Mock Mediation

Half Day 19 Apr 2012 (Thu) 0900-1230

Aims

To give participants the opportunity of:

- furthering their knowledge of mediation
- experiencing a mock mediation involving a construction dispute
- receiving advice on the various stages of a mediation and the techniques used by the mediator to encourage settlement
- understand the important part played by the parties and the party representatives

Coverage

- Lectures:
 - an overview of mediation setting out:
 - the mediation process
 - the mediation agreement and mediation rules
 - the mediator’s methods
 - preparing for mediation
 - some skills in attending a mediation
 - confidentiality and liability issues
 - the settlement agreement
 - some do’s and don’ts
- A Mock Mediation:
 - Understanding how a mediation is conducted by:
 - witnessing the various stages of a mediation involving a construction dispute leading up to and including settlement and the drafting of a Settlement Agreement

Who should attend

All architects, engineers, quantity surveyors, contractors, subcontractors, government representatives and others who have been involved in construction disputes on behalf of:

- employers and government departments
 - contractors and subcontractors
 - architectural and engineering consultants
 - quantity surveyors
- and
- lawyers

who wish to consider a more practical, amicable and cost effective dispute resolution solution.

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Registration Form

I wish to register for the BK SURCO Training Seminar(s) as follows:

Mr / Mrs / Ms / Dr Surname: _____ First name: _____

Company: _____

Position: _____ Email: _____

Tel: _____ Fax: _____ Mobile: _____

Address: _____

Contact Person
 Name: _____ Tel: _____ Email: _____

Date and Time (Please select and tick the appropriate boxes)

Seminar	Date (Day)	Time	Fee
<input type="checkbox"/> Principles of Contract Law for Construction Contracts	28 Feb 2012 (Tue)	0900-1230	HK\$900.00
<input type="checkbox"/> Bonds, Guarantees, Collateral Warranties & Letters of Credit	29 Feb 2012 (Wed)	0900-1230	HK\$900.00
<input type="checkbox"/> Planning, Programming and Resource Management	1 Mar 2012 (Thu)	0900-1230	HK\$900.00
<input type="checkbox"/> Introduction to Construction Insurance	6 Mar 2012 (Tue)	0900-1230	HK\$900.00
<input type="checkbox"/> An Introduction to the NEC (ECC) Form of Contract	8 Mar 2012 (Thu)	0900-1230	HK\$900.00
<input type="checkbox"/> Introduction to the Law of Tort (including Negligence and Nuisance)	13 Mar 2012 (Tue)	0900-1230	HK\$900.00
<input type="checkbox"/> An Introduction to Construction Design Management (CDM)	14 Mar 2012 (Wed)	0900-1230	HK\$900.00
<input type="checkbox"/> An Introduction to Financial Control Reporting and Forecasting	15 Mar 2012 (Thu)	0900-1230	HK\$900.00
<input type="checkbox"/> Identifying, Classifying and Accommodating Risk	20 Mar 2012 (Tue)	0900-1230	HK\$900.00
<input type="checkbox"/> BQ Problems on Government Civil Engineering Contracts	21 Mar 2012 (Wed)	0900-1230	HK\$900.00
<input type="checkbox"/> An Introduction to Target Cost Contracting	22 Mar 2012 (Thu)	0900-1230	HK\$900.00
<input type="checkbox"/> Employment and Management of Sub-Contractors	27 Mar 2012 (Tue)	0900-1230	HK\$900.00
<input type="checkbox"/> Improvement of Safety Performance at Management Level	28 Mar 2012 (Wed)	0900-1230	HK\$900.00
<input type="checkbox"/> Extensions of Time	29 Mar 2012 (Thu)	0900-1230	HK\$900.00
<input type="checkbox"/> Prolongation Claims	11 Apr 2012 (Wed)	0900-1230	HK\$900.00
<input type="checkbox"/> Sustainable Building Standards, Best Practices and Management	12 Apr 2012 (Thu)	0900-1230	HK\$900.00
<input type="checkbox"/> Valuation of Variations	18 Apr 2012 (Wed)	0900-1230	HK\$900.00
<input type="checkbox"/> An Overview of Mediation and the Presentation of a Mock Mediation	19 Apr 2012 (Thu)	0900-1230	HK\$900.00

Fee includes light refreshments and seminar materials.

Total Fee: HK\$ _____

Venue: BK SURCO Limited, Suite 1901-2, 19th Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong

Payment Method (please make payment in advance)

I enclose a cheque for HK\$ _____ made payable to "BK SURCO Limited".

Signed: _____ Dated: _____

Reservations may be made by fax/email. **Please mail completed Registration Form and cheque before the event to:**
 BK SURCO Limited, Suite 1901-2, 19th Floor, Hopewell Centre, 183 Queen's Road East, Hong Kong
 Tel: (852) 2687 2267 Fax: (852) 2687 2252 E-mail: bksurcotraining@bkasiapacific.com

Note: The seminar/workshop programme is subject to change at any time without any liability. **Cancellation:** A replacement is always welcome with prior notice to the organizer at no extra charge should the registered delegate be unable to attend. Refunds (less 20% administration charge) will be made for all cancellations received in writing by the organizers not later than 10 working days prior to the date of the seminar.