



(17th & 18th) 19th – 21st May 2008 The Whittlebury Hall Hotel, Whittlebury, Northampton

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From the Chairman

It gives me great pleasure to invite you to the UKCMG annual conference - UKCMG TEC 2008 - on behalf of the UKCMG committee. This new name for our annual conference is a reflection of our commitment to create a centre of excellence in IT Service Management. UKCMG TEC 2008 offers quality Training and Education, as well as a Conference regarded by many as the best independent ITSM conference in the UK, and an exhibition which attracts key players in the field.



At the heart of UKCMG TEC 2008 is the best programme of technical presentations, education and tutorials on performance and capacity management available in the UK. This year, as well as excellent papers in a five-stream agenda, the educational aspect will be reinforced by:

- a Performance Engineering Masterclass on Sunday 18th May
- an HP High Performance simulation training session (ITIL V3)
- embedded ITIL training courses
- extended workshops within the conference programme

UKCMG TEC 2008 has attracted leading industry speakers, many of them driving innovation and development of products, processes and services in Europe and the USA. It is also supported by product and service suppliers with an exhibition and vendor sessions to report on recent developments.

We are confident that this year's event offers our best programme ever. We have picked out some of the highlights for you below, and you will find the full agenda, training and workshop details on the following pages (with latest updates on our website).

Our greatest strength is that we are an independent user group with a strong team spirit between users, consultants and suppliers of hardware, software and services. Every member's contribution is important. It is those contributions that will make UKCMG TEC 2008 an experience which will benefit us all in our work.

I look forward to seeing you there, especially if you are a new delegate or have not been to UKCMG for some years.

Best wishes,

Chairman

Sunday 18th May 9am-6pm - Performance Engineering Masterclass by Dr Connie Smith

SPE: Performance Antipatterns, SOA and Modelling Tool Interoperability

Software Performance Engineering (SPE) provides methods and models for assessing the performance impact of software design decisions. With SPE, developers build performance into new systems, and manage computer and network resource requirements by making appropriate software and hardware choices early. With SPE you can avoid last minute performance crises that delay delivery, increase costs of software development and hardware, and threaten project success.

The presentation addresses issues of concern to developers and performance engineers, such as: What is SPE? When is it essential? How does it work? How can you predict performance before you have completed the design? How accurate are predictions? What data is required? How do you get data? It reviews the technology underlying SPE and briefly describes the performance prediction process and models, without the mathematical details. Case study results illustrate the concepts.

The presentation then introduces topics that have emerged since the publication of the Performance Solutions book: New performance antipatterns, performance models of Service Oriented Architectures, and a

comprehensive look at recent work on modelling tool interoperability through the use of interchange formats.

Dr. Smith, a principal consultant of the Performance Engineering Services Division of L&S Computer Technology, Inc., is known for her work in defining the field of SPE and integrating SPE into the development of new software

systems. Dr. Smith received the Computer Measurement Group's prestigious AA Michelson Award for technical excellence and professional contributions for her SPE work. She also authored the original SPE book: Performance Engineering of Software Systems, published in 1990 by Addison-Wesley, and approximately 100 scientific papers. She is the creator of the SPE·ED™ performance engineering tool. She has over 25 years of experience in the practice, teaching, research and development of the SPE performance prediction techniques.

Embedded ITIL® Training Within Conference Programme

ITIL® Capacity Management Practitioner Course - Metron

ISEB Foundation Certificate in IT Service Management: Specialising in Capacity Management

This three-day course is about understanding service levels and resource usage and aligning capacity requirements with business demands.

3 day course commencing Saturday 17th - Wednesday 21st May

SPECIAL TEC 2008 Offer at 20% discount includes 3 day conference fee Sat 17th 2pm-6pm, Sun 18th 9am-6pm, Mon 19th 12.45-2.45pm, Tue 20th 12.45-2.45pm, Wed 21st 12.35-5pm (with exams in the afternoon).

ITIL® Service Management Overview – Pink Elephant

This one-day course prepares the way towards ITIL certification and will earn a discount on a subsequent Foundation Course at Pink Elephant. This overview explains the benefits and consequences of establishing a quality IT Service Organisation based on clearly defined processes and responsibilities. This course is designed for all staff working in IT services.

1 day course on Sunday 18th May

9am-6pm SPECIAL TEC 2008 Offer at 20% discount includes 3 day conference fee

ITIL® V2-V3 Foundation Bridge - FGI

ISEB Foundation Certificate in IT Service Management

This one-day Bridging Course will introduce the key components of ITIL® v3. It will cover the key differences between v2 and v3 and explain how Service Management is evolving. Following the course, delegates will be able to sit the ITIL® Version 3 Foundation Bridge examination. This consists of 20 questions and will take 30 minutes

1 day course on Sunday 18th May 9am-6pm SPECIAL TEC 2008 Offer at 20% discount includes 3 day conference fee (with exam on Wednesday 21st in the afternoon)

Conference Programme

A full, five-track agenda offers presentations and workshops over three days of Conference by leading speakers on Mainframe, Distributed, Performance, Capacity Management and Service Management.

Workshops

A number of Workshops are included in this year's Conference programme:

- ➤ Introduction to Capacity Management by Chris Molloy, IBM
- Modelling and Forecasting by Michael Salsburg, Unisys
- "Knot not ITIL" by Brian Johnson, CA & Adam Grummitt, Metron
- Understanding Measuring and Managing zIIP and zAAP Engines by Glenn Anderson, IBM
- CMG-T Unix/Linux Performance and Tuning by Adrian Cockcroft, Netflix
- Performance Workshop by Amy Spellmann, HyPerformix

HP High Performance Session (worth over £2000 if booked through HP)

In 2 hours between us we could:

- Change your perspective and approach to ITIL V3
- Begin to visualise and create an organisational roadmap

Book your FREE ITIL V3 Simulation experience - prepare to be amazed!

Key Speakers



Adrian Cockcroft is well known as a Distinguished Engineer at Sun Microsystems and eBay Research Labs, and is currently Director of Web Engineering at Netflix. Author of four books on performance tuning and capacity planning, he has been inspired by his involvement in the Homebrew Mobile Phone club

to invent the term Millicomputing and apply ultra low power devices to Enterprise computing applications.



Amy Spellmann is founder of Optimal Innovations LLC, which provides Performance Engineering and "Green IT" solutions in partnership with HyPerformix, Inc., where she was previously a VP in the services division. She has over 19 years experience in Performance Engineering, providing consulting services at the

technical and business levels for over 100 Fortune 500 companies. Amy has been a key contributor to manyPerformance Engineering publications through IEEE and CMG. At HyPerformix, she founded Performance Innovation - the strategy for developing Performance Engineering and Capacity Planning as core competencies. Amy lives on the Pedernales River in the Texas Hill country where her Purple Star Ranch hosts nature conservancy programs and holistic healing retreats.



Scott Barber is the Chief Technologist of PerfTestPlus, Vice President of Operations and Executive Director of the Association for Software Testing and Co-Founder of the Workshop on Performance and Reliability. Scott's particular specialties are testing and analysing application performance, developing customised testing

methodologies, embedded systems testing, testing biometric identification and personal security systems, group facilitation and authoring instructional materials. Scott is an international keynote speaker and contributor to various software testing publications. Scott is active in his personal mission of improving the state of performance testing across the industry by collaborating with other industry authors, thought leaders and expert practitioners as well as volunteering his time to establish and grow related industry organisations. His tireless dedication to the advancement of software testing in general and specifically performance testing is often referred to as a hobby in addition to a job due to the enjoyment he gains from his efforts.



Chris Molloy is a Distinguished Engineer for IBM Corporation, responsible for optimising the global multi-billion-dollar hardware, software, and data centre expenditure for their outsourcing business. Chris has an extensive performance management and capacity planning background, developing the

distributed service in use by many accounts. He has received two US patents for his capacity management work. He has also published over a dozen papers at US CMG, one of which was selected as the best paper of CMG 2005.



Glenn Anderson is currently a Consulting IT Specialist with the z/OS Curriculum of IBM Training. In addition to delivering classes on performance, WebSphere and security, Glenn is a popular speaker at large systems Conferences throughout the world. During his 32 years with IBM, Glenn has held positions in

sales, technical support and management. His current areas of focus and study include WebSphere for z/OS, on-demand security, the z/OS Workload Manager, and all aspects of System z and Parallel Sysplex performance. Glenn holds a B.S. in Computer Science from the University of Missouri - Rolla.



Brian Johnson joined CA Technology Services in 2004 and is the Worldwide Practice Manager with specialisation in IT Infrastructure Library (ITIL). Brian joined CA after leaving key leadership roles as the director of product development in Pink Elephant and director of knowledge management for the UK's Office of

Government Commerce.

Brian was part of the UK Government team that created the ITIL approach. Working for the UK's Central Computer and Telecom Agency (now part of the Office of Government Commerce), Brian authored many of the ITIL books and designed both the ITIL business perspective series and version two of ITIL. He founded the ITIL user group (itSMF) and is now honorary life vice president.

Brian has authored, or co-authored, more than 20 titles on ITIL and related subjects. Putting theory into practice, he led both the first successful government implementation of ITIL best practices at National Savings, as well as one of the first private-sector examples at General Accident.

Agenda Monday 19th May 2008

09.15 09.30							
	Track A Track B MAINFRAME DISTRIBUTED		Track C PERFORMANCE	Track D CAPACITY MANAGMENT	Track E SERVICE MANAGEMENT		
09.30	1A1 Memory Matters in 2008	1B1 The Impact of Web Services on Mobile Computing	1C1 Introduction to Performance Testing	1D1 Introduction to Capacity Management	1E1 Keeping your Balance on the Service Lifecycle		
	Martin Packer IBM	lan Thain Sybase UK	Gary Wilson App Labs	Chris Molloy IBM	Per Bauer TeamQuest		
10.30	Exhibition opens - Coffee/Tea						
10.45	1A2 What's New with the z/OS Workload Manager (WLM)?	1B2 Please Remain Seated We're Testing the WAN	1C2 SOA – Agile or Fragile?	1D2 Introduction to Capacity Management	1E2 Service Level Management in a Virtualised Environment		
	Glenn Anderson IBM	Frank Puranik iTrinegy	Colin Robb <i>HP</i>	Chris Molloy IBM	Ashley Shepherd XSLS		
11.45 12.45	1A3 The Grey Systems Programmer	1B3 Capacity Assurance of a Large Network Transformation Project	1C3 Performance Testing: A Heuristic Approach	1D3 Introduction to Capacity Management	1E3 VMware, ITIL and all that?		
12.40	John Lloyd Compuware	Theo Adis CPT Global	Scott Barber PerfTestPlus	Chris Molloy IBM	Richard Stinton VMware		
12.45 14.45	Lunch and Exhibition ITIL Training						
Vendor Sessions 14.00 14.30	SAS	CAPACITAS		CA WILY			
14.45 15.45	1A4 Much Ado about CPU Martin Packer	1B4 Xen – a real alternative to VMware? Des Atkinson	1C4 Top 10 Ways to Kill an SPE Initiative Dr Connie Smith Performance Engineering	1D4 A Framework for Capacity Planning Harry Sheldrake	1E4 US Best Paper Winner Death to Dashboards: Alarming, Performance Management Based on Variance, System Prioritization and Other Thoughts on Data Visualization Peg MacMahon		
15.45	IBM Metron Technology Services HBÓS Sprint/Nextel Coffee/Tea and Exhibition						
16.00 16.00 17.00	1A5 Z/OS Websphere Performance Monitoring Tools and Tips Glenn Anderson IBM	1B5 End-to-End Capacity Managment in a Consolidated and Virtualised Environment. Todd Bourne & Theo Adis CPT Global	1C5 Application Response Measurement (ARM) from Development to Test to Production Environments John Yennie ECS	1D5 Who Measures the Measurers? KPIs and QoS for the Capacity Management Process Adam Grummitt Metron	1E5 ITIL the Key to Shared Services in Government Dave Claridge Atkins		
17.00 18.00	BOF (Birds of a Feather) Sessions						
18.00	Happy Hour - sponsored by VMware						
19.00	Evening Entertainment - sponsored by SAS						

Exhibitors

Agenda Tuesday 20th May 2008

	Track A MAINFRAME	Track B DISTRIBUTED	Track C PERFORMANCE	Track D CAPACITY MANAGMENT	Track E SERVICE MANAGEMENT				
09.30	2A1 Managing and Monitoring Your z/OS Unix Services Environment	2B1 Virtual Desktop Infrastructure (VDI)	2C1 How slow isslow?	2D1 Modelling and Forecasting	2E1 ITIL V3 Capacity Management: A Practitioner's Review				
10.00	Glenn Anderson IBM	Richard Stinton VMware	Alan Ackers <i>Macro 4</i>	Michael Salsburg <i>Uni</i> sys	Andy Bolton Capacitas				
10.30	Coffee/Tea and Exhibition								
10.45 11.45	2A2 Mainframe Virtualisation: The New Alternative	2B2 Millicomputing: The Coolest Computers and the Flashiest Storage	2C2 "Pushing the Envelope" – Best Practices for Performance-Driven Software Delivery	2D2 Modelling and Forecasting	2E2 How to Keep Your Auditor Happy!				
	Chris Molloy IBM	Adrian Cockroft Netflix	Michael Lundblad IBM	Michael Salsburg <i>Unisy</i> s	Cathy Brown BT				
11.45 12.45	2A3 DB2 for z/OS V9 Performance Enhancements	2B3 Low Cost Accurate Batch Modelling – A Case Study	2C3 Successful Testing Strategies for Reducing the Pain of SAP Upgrades	2D3 Modelling and Forecasting	2E3 ITIL in Place - Put your Feet up and Relax				
	Mark Feven Case Training/Compuware	Neil McMenemy Capacitas	Colin Robb HP	Michael Salsburg <i>Uni</i> sys	Malcolm Gunn Barclays				
12.45 14.45	Lunch and Exhibition		ITIL Training						
Vendor Sessions 14.00 14.30	TEAMQUEST	VMWARE	METRON	iTRINEGY					
14.45 15.45	2A4 Useful Techniques for Producing Interesting Graphs & Tables in SAS 9	2B4 Conducting Workload Management on Windows Server	2C4 How to Make your Performance Test Reflect Reality	2D4 Innovating for Green IT - Saving Costs Locally, Natural Resources Globally	2E4 HP High Performance Simulation ITIL V3				
	Phil Mason Wood Street Consultants	Paul Seaton-Smith Capacitas	Graham Parsons Reflective SolutionsServices	Amy Spellmann Optimal Innovations					
15.45 16.00	Coffee/Tea and Exhibition								
16.00 17.00	2A5 Using SAS/Graph to Display Performance and Capacity Data	2B5 Capacity Planning in an Oracle 10g Database	2C5 Useful Sanity Checks for the Review of Load Test Data	2D5 The Alchemy of Capacity Management – 'Purest Green'	2E5 HP High Performance Simulation ITIL V3				
	Richard S Ralston Humana Inc	Megan Thakker CPT Global	Adrian Johnson HyPerformix	Bob Torz TeamQuest					
17.00 18.00	BOF (Birds of a Feather) Sessions - including the latest MXG update from Barry Merrill								
18.00	Happy Hour - sponsored by Metron								
					Evening Entertainment - sponsored by TeamQuest				

Agenda Wednesday 21st May 2008

	Track A MAINFRAME	Track B DISTRIBUTED		Track C PERFORMANCE	Track D CAPACITY MANAGMENT		Track E SERVICE MANAGEMENT
09.15	3A1 To CUP or Not to CUP? That is the (FICON) Question Stephen Guendert Systems Z/Mainframe Technologies and Solutions	3B1 DTrace for Fun and Profit Phil Harman Sun		3C1 Don't Wait for Queuing Theory Derek Olive HP	3D1 Enterprise Capacity Planning Paul O'Sullivan Perfcap Corporation		3E1 "Knot not ITIL" Aperitif and Course 1 "Knot ITIL" Adam Grummitt, Metron "Not ITIL: app dev view" Brian Johnson, CA
10.20	3A2 Disk Subsystem View on FICON Performance Andries de Jong Intellimagic	3B2 US Best Paper Winner Beyond the Hypervisor Hype Michael Salsburg Unisys		3C2 The Art of Modelling a Real Time Billing System Leon Levy & Andy Mumford Hewlett-Packard	3D2 So Who Said Size Doesn't Matter? David Hawkin Diametrica		3E2 "Knot not ITIL" Course 2 "Not ITIL: ITIL practitioner view" Brian Johnson CA
11.20 11.35	Coffee/Tea and Exhibition						
11.35 12.35	3A3 Performance Assurance Case Study: Mainframe to Distributed	3B3 Performance Ac Solaris Zones	eross	3C3 A Way to Seeing the Wood from the Trees when Presenting Performance Test Results	3D3 The " Plann	Powerful" Capacity er	3E3 ITIL and the Business Perspective
	Andrew Lee Whitney Associates	Andrew Gabriel Sun		Hetal Patel Friends Provident	Chris IBM	Molloy	Karina Ong CPT Global
12.35	Lunch and Exhibition	ınch and Exhibition				ITIL Training & Exams	
13.40	UKCMG AGM					12.35 - 17.00	
	WORKSHOP 1		WORKSHOP 2		WORKSHOP 3		
Workshops 14.00 17.00	Understanding, Measuring and Managing zIIP and zAAP Engines Today's transactions on z/OS can run on zIIP and zAAP processors, as well as traditional general purpose processors. If you are new to the idea of zAAPs, zIIPs and specialty engines, or are confused with all the details, then this workshop is for you. The speaker will guide you though how zIIPs and zAAPs work and various workloads make use of them. He will also explain how to monitor them through using SMF and RMF data. There will also be explanation on how to Capacity Plan for zIIP and zAPP processors.		CMG-T Unix/Linux Performance and Tuning This half-day course focuses on the measurement sources and tuning parameters available in Unix and Linux including TCP/IP measurement and tuning, complex storage subsystems, virtualisation, and a deep dive on advanced Solaris metrics such as microstates and extended system accounting. The meaning and behaviour of metrics is covered in detail. Common fallacies, misleading indicators, sources of measurement error and other traps for the unwary will be exposed. The author has presented this material countless times over the last 15 years. It contains material drawn from the book Sun Performance and Tuning (1998) and a further ten years of new topics and updates (e.g. Linux, Virtualisation). In CMG-T form, it was presented at CMG06 and CMG07.		Performance Innovation Case Studies – The Culture and Technology of Performance Engineering and Capacity Planning This session will provide an overview of the concepts of Performance Innovation with a focus on Performance Engineering and Capacity Planning throughout the system development lifecycle. The new twist to this topic lies in recent experience with a variety of political environments and organizational structures: Test/QA, Architecture, Capacity Planning and Senior Management. It also covers recent increased focus on "Greener", more efficient IT management through these practices and new technologies. The concepts will be illustrated with case studies from large US companies who have implemented and integrated these key functions within their IT organizations.		
	Glenn Anderson IBM		Adrian Cockroft Netflix			Amy Spellmann Optimal Innovations	

UKCMG would like to thank the Sponsors for supporting this event

If you want more information about the conference programme, abstracts for most sessions are available on the UKCMG web site

Evening Programme

The evenings at the UKCMG Conference are a time to relax and network with fellow delegates, and enjoy a few hours away from the learning environment of the daily sessions. For your enjoyment this year:

Monday evening starts with Happy Hour, which is sponsored by **VMware** and leads into dinner at the Whittlebury Hall Hotel for a wine tasting experience sponsored by **SAS**.





On Tuesday evening, dinner at the Whittlebury Park Golf Club is preceded by Happy Hour sponsored by Metron Technology.

Entertainment after dinner will feature a unique golfing experience for all levels sponsored by **TeamQuest**.





Hotels....

We have obtained the best possible rates at the local hotels, and hold a block booking of rooms for UKCMG delegates at The Whittlebury Hall Hotel. These rooms are normally released 4 - 6 weeks before the event, so in order to avoid disappointment we recommend that you book early (cancellation is usually available up to 24 hours before the day of arrival).

Hotel	Single Occupancy (per room per night)	Double Occupancy (per room per night)	
100 rooms reserved Whittlebury Hall Hotel Whittlebury Nr. Towcester Northamptonshire NN12 8QH Tel: +44 (0)1327 857 857 (ask for group reservations and quote 'UKCMG')	These will be rel prior to th £125 including breakfast, service and VAT		
Silverstone Premier Travel Inn Brackley Hatch Syresham, Nr. Brackley Northamptonshire NN13 5TX Tel: +44 (0) 870 990 6382 (15 mins from Whittlebury Hall)	£63.00pp for Room Only including VAT English Breakfast £7.50 pp inc VAT Continental £5.25pp inc VAT	£63.00pp for Room Only including VAT English Breakfast £7.50 pp inc VAT Continental £5.25pp inc VAT	
Travel Lodge Towcester Silverstone A43 Towcester Bypass Rackley Road Towcester Northamptonshire NN12 6TQ Tel: +44 (0) 871 984 6112 (15 mins from Whittlebury Hall)	£47.00 Room Only including VAT This hotel is based in a service station and breakfast is not served in the hotel	£54.00 Room Only including VAT This hotel is based in a service station and breakfast is not served in the hotel	

Event Information

Delegate Package – The daily package for conference delegates includes a two-course hot lunch, morning and afternoon refreshments each day, and the social events on Monday and Tuesday evenings.

Conference Registration – will commence from 09.00 on each day, with the opening Plenary Session on Monday 19th May starting at 09.15. The Exhibition opens at 10.30 – 16.00 each day but closes at 14.00 on Wednesday. Confirmation details and venue map will be sent out on receipt of your booking.

Wednesday Workshops - will take place on Wednesday 21st May at 14.00 - 17.00 (tea/coffee will be served mid-afternoon)

Lunchtime Vendor Sessions – An opportunity for delegates to gain an update on new product developments and to raise questions about using new technologies. Please see agenda for list of participating vendors.

BOF Sessions – Birds-of-a-Feather (BOF) sessions will take place at the end of each day. These informal discussion groups allow delegates with similar interests to exchange ideas in a small group setting.

Dress Code - Dress code is business casual.

Booking Form

TRAINING EDUCATION CONFERENCE WITH EXHIBITION & WORKSHOPS Whittlebury Hall Hotel Whittlebury, Nr.Towcester, Northamptonshire



Please book your place before 10th April 2008 to receive an Early Bird Discount of 10%

UKCMG member rate	Non-memb	per rate				
3 day attendance £845 +VAT = £992.88	3 day attend	dance £1395 +VAT = £1639.13				
2 day attendance £625 +VAT = £734.38	2 day attend	dance £1075 +VAT = £1263.13				
1 day attendance £345 +VAT = £405.38						
If attending as a One or Two day delegate, please tick th	e relevant boxes	☐ Monday ☐ Tuesday ☐ Wednesday				
HP High Performance Simulation Experience FREE 2 hour ITIL Version3 Simulation on Tuesday 20th May. To book your place please tick the box. Register for HP ITIL Version3 Simulation Please note spaces are limited and will be allocated on a first come first served basis.						
Wednesday Workshops (included in day do If you wish to attend a workshop, please tick one box only	elegate fee)	1 🗌 2 🗌 3 🗌				
ADDITIONAL COURSES AVAILABLE						
ITIL® Capacity Management Practitioner Course – M 3 day course commencing Saturday 17th May 2008 List price for training alone £1120 + VAT SPECIAL TEC 2008 Package at 20% discount including 3 conference pass UKCMG Member £1572 + VAT Non Member £20	day	ITIL® Service Management Overview – Pink Elephant 1 day course Sunday 18th May 2008 List price for training alone £245 + VAT SPECIAL TEC 2008 Package at 20% discount including 3 day conference pass UKCMG Member £872 + VAT				
ITIL® V2-V3 Foundation Bridge – FGI 1 day course Sunday 18th May 2008 List price for training alone £300 + VAT SPECIAL TEC 2008 Package at 20% discount including 3 conference pass UKCMG Member £916 + VAT Non Member £13		Performance Engineering Masterclass – Sunday 18th May Dr Connie Smith UKCMG Member £195 + VAT Non Member £295 + VAT				
Evening Entertainment Will you be attending the even	ening entertainmer	nt? Monday - Wine Tasting Experience Tuesday - Golf Experience				
Dietary Requirements Do you require vegetarian mea	als?					
Membership No						
Name		Position				
Company						
Address						
	Post Code	Country				
Tel	Email					
Payment Method						
Please note that payment must be received before UKCMG TEC 2008 Cheque - Payable to UKCMG - please do not forget to include VAT and enclose cheque with this form Purchase Order - invoices will be raised on receipt of PO number Payment by Credit Card - (You can phone 020 8421 5330 for credit card payment if preferred) Please debit my With the following amount £						
Cancellations - Notification of cancellation must be received 14 of	Payment Terms a	nd Cancellations t for a full refund and 5 days prior to the event for a 50% refund. Less than 5 days will				

Cancellations - Notification of cancellation must be received 14 days prior to the event for a full refund and 5 days prior to the event for a 50% refund. Less than 5 days will result in NO REFUND. Substitutions may be made at any time to ukcmg@ukcmg.org.uk. All payments must be received before the event.

FOR FULL EVENT DETAILS OR TO REGISTER ON-LINE PLEASE VISIT **www.ukcmg.org.uk**