



NI Event Management Procedure

This event procedure must be read and followed by any person that is planning to run an event.

The NI trustees are keen best practices are used when organising events to ensure that all meet the financial and that reputational goals that the NI has set out to achieve. Thus, the existing volunteer guidance has been revised using recent experiences and lessons learnt to create a more streamlined process that will contribute to a healthier organisation going forward.

This document therefore applies to all events that are organised under NI auspices, whether organised by HQ, one of our communities (Branches, YGN, WiN, SIGs) and also whether paid-for or free.

Both the Board of Trustees and NI Enterprises Board will watch over the performance of event organising committees on a regular basis in order to ensure that best practice is being maintained.

Please note that each event will be different, and the level of detail required may differ. However it is important to step through this high-level overview to assign the roles and activities that you will need when developing an event and delivery.

It also includes an easy-to-use checklist to help learn from previous experience and deliver a successful event. If you wish to put forward additional personal learning to include, please contact the NI Events Manager.

The timelines suggested in this paper are the minimum time to allow for tasks to be completed for a successful event but we would advise setting event more generous deadlines for your committee to ensure success.

This is a reference to guide on a range of activities. Often a set of instruction will be in a section of the paper. The intention is to add flow diagrams to increase the usability, however at this juncture it is not included in this version.

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1.0 Preparation

Preparation is key to running a successful event. To start planning an event you should:

1.1 Develop event goals and objectives

- Each event must be aligned to an NI community's business plan i.e. Branches, Networks, Special Interest Groups.
- The first step is to establish the goals and objectives.
 - Why are you organising this event?
 - What do you want to achieve?
 - Who is your target audience?
 - When do you want to run it?
 - Establish a budget forecast and a desired date (see Event Planning Checklist in Appendix 2)

It is essential that the event supports one or more of the aims of the Nuclear Institute:

- Promote Nuclear Professionalism (See the Nuclear Delta); and/or
 - Support the Institute's Charitable objectives;
 - Provide a NI member benefit (e.g. networking, CPD, new members)
- Each event must demonstrate that the reputational and financial risks to the NI are known and managed. It is mandated to strive to realise at least a 30% surplus profit. This will be one of the financial performance objectives.

1.2 Understanding the approval process

- An event concept and proposal needs to be submitted to the NI Events Manager or for consideration by the NI Events Committee to gain agreement to proceed. As a minimum PART 1 Event Business case proposal should be completed (see Appendix 1)
- Additional event activities will take place that feature in individual communities' business plans. Whilst they do not generate an income and do not need approval from IAP, the points in this document on running a successful event remain relevant (Reference: volunteer guide for more information). Those events that are surplus generating, will be captured and added to the NI Enterprise annual event programme. These events must be discussed at the NI Events Committee and approved by the Investment Appraisal Panel (IAP).
- The IAP is responsible for assessing and approving the financial feasibility of all business cases that are proposed to be organised under NI auspices. It is only once the IAP approves a business case that it can progress to the Organising Committee for full event preparation. In exceptional circumstances e.g. a margin of less than 30% is proposed, it will be escalated to the NI Ents Board for a decision.
- Event proposers should use the EVENT BUSINESS CASE template (Communities) to record the key features of the event.

- A monitoring schedule will be agreed with the NI Events Manager and those responsible for each element of the event identified in the plan, in line with the risk register and level of financial expenditure/income expected.
- Completion and approval of the budget forecast (PART 2 & 3) is required to begin the delivery of the event.
- Appendix 1 contains a list of good practice notes to consider when completing the business case template. This is not a checklist as each event Project is different, however it is a good reference to reflect on.

Table 1.1 Description of the relevant NI committees

Name	Role	Activities and schedule
NI Events Committee	<p>Verify market analysis to gauge market interest.</p> <p>Approval of the NI central event programme and set a 5-year event strategy.</p> <p>Support the NI Events Manager in finding leaders to support each event (Chairs and funding)</p>	<p>To help draw the concept together, refer to PART 1 of business proposal template ahead of submission.</p> <p>Meeting schedule</p>
Investment and Appraisal Panel (IAP)	<p>Verify and approve an event business case budget.</p> <p>Perform a budget performance review on each surplus-generating event.</p> <p>Monitor and advise the NI Enterprises Board on annual financial performance to inform the annual programme.</p>	<p>To help prepare the budget refer to PART 2 of business proposal template ahead of submission.</p> <p>Meeting schedule: the IAP aims to meet on the 1st of each month.</p> <p>Early engagement with the NI Events Manager is advised to review the budget proposals ahead of submission to the IAP. Submissions are sent to the panel 7 days before it meets.</p> <p>Post event, a review of the financial performance must be carried out.</p>
NI Enterprise Limited Board (NI Ents)	To ensure that NI events and other commercial activities make a healthy financial contribution to the NI funds.	The Board meets quarterly with other occasional meetings as

	To ensure the conditions needed for NI events to thrive.	necessary. The NI Events Manager provides a regular update on current and future events. The financial control provides quarterly reports for analysis of performance against budgets
Individual Event Organising Committee	To deliver a quality event that reaches the financial and reputational aims and objectives.	Roles are described in Section 2. Meetings should be kept to a minimum and in the main held online.

2.0 Identifying and establishing the Event Team (roles and responsibilities)

This is a critical part of the Project. Identification of the tasks and activities, whilst understanding the influence and interest of others is essential. Each event will need a team to collaborate and work together to deliver a high quality and successful event.

The NI Events Manager will work with an Event Chair to ensure that an individual or committee is assigned to each of the key roles and activities are planned. It is encouraged that regular contact with the NI Events Manager and the appropriate interfaces at the NI central HQ team is planned.

A lead role can be delegated to an individual(s) along with their key contacts. It is important to record the name of the lead responsible persons in key roles in a Project Plan to make it visible. A guide for use/reference is in Appendix 2.

Many of the tasks/activities will have a detailed process to follow. Reference to the Volunteers Handbook is essential to obtain instruction on particular areas.

The roles of named leads within the community's event Project and the NI staff team are summarised below.

Task/Activity	Lead Role	Summary of role duties	Supported by and interfaces
2.1 Create and deliver event project plan	Event Chair	This role has overall responsibility for the delivery of the event to time and leads the Project. Submit proposal for agreement by Events Committee and financial approval by IAP. It is their role to set up an organising committee and work	NI Events Manager, volunteers and key contacts across the HQ team.

		<p>with the NI Events Manager to meet the financial objectives and performance.</p> <p>The chair needs to ensure that everyone on the committee has a role and that the key contacts are known to HQ and liaise with them regularly. It is their role to set up the links between key committee organisers and the relevant HQ staff.</p> <p>Where there is indecision or disagreement between the Event Chair and the NI Events Manager the CEO may be consulted for resolution.</p>	
2.2 Setting ticket pricing and ad-hoc discounts	NI Events Manager	<p>Establishing the final fees and discounts is the role of the NI Events Manager. The role advises the budget forecast, bringing learning from previous events. This activity stream must be aligned with the NI Enterprises Board budget.</p> <p>Any ad-hoc discounts must be known and supported by the NI Events Manager. This includes the proportion and recipients of complimentary places/tickets, which should not exceed a third of the available ticket places, unless included in sponsorship agreements.</p>	Event Chair/Nominated person
2.3 Venue management	Event Chair/Nominated person	<p>A gifted/sponsored venue should always be a considered first option.</p> <p>Carry out early liaison with the NI Stakeholder Engagement Manager and NI Events Manager on potential locations/companies to approach.</p>	<p>NI Stakeholder Engagement Manager</p> <p>NI Events Manager</p>

		<p>If an external venue is required 2 -3 quotes must be presented and recorded as options. These must include an option sourced via the NI preferred supplier.</p> <p>Intelligent venues (Reference: process and form)</p>	
2.4 Setting a date	Event Chair/Nominated person	<p>Perform market research to avoid obvious internal and where possible external clashes with other events.</p> <p>Refer to the NI master list of events and other external calendars related to the subject matter.</p> <p>Carefully consider the length and location of an event. Current preferences amongst NI members are for shorter more local events.</p>	<p>NI Events Manager</p> <p>NI Stakeholder Engagement Manager</p>
2.5 Sponsor/Partner Management	NI Events Manager	<p>This is a crucial role to advise the budget forecast, bringing learning from previous events.</p> <p>The income stream must be aligned with the NI Enterprises Board budget and proportionate to the event size and market appetite.</p> <p>Wherever possible the event should attract the support of sponsors. As well as the obvious benefits to the sponsor, this provides a key means of securing your event financially.</p> <p>Work with the event chair/nominated person to detail a target list which must feature in the business plan proposal. Check with the NI Stakeholder Engagement Manager on the central</p>	<p>Event Chair/Nominated person</p> <p>NI Stakeholder Engagement Manager</p> <p>NI Communications and Marketing Manager</p> <p>NI Events Officer</p>

		<p>engagement with corporate members to source sponsor targets.</p> <p>Agreement from the Chair that the sponsorship packages are in line with the event profile.</p> <p>Appoint and allocate the role to sell sponsorship packages to individuals. This is a milestone which will be monitored and regularly reported to the NI Events Manager.</p> <p>Assign a person is responsible to manage the sold sponsor packages i.e. contract, invoices and benefits (see bookings and payment of invoices activity).</p> <p>Ensures a sponsor contract has been signed and given to NI Events Officer to process before promotion of the sponsor's involvement begins.</p>	
2.6 Volunteer Management	Event Chair/Nominated person	<p>Oversees the volunteers on the committee, their actions and activities.</p> <p>Acts quickly to fill gaps caused by volunteers dropping out or whose commitment to the Project is adversely affected by circumstances.</p>	NI Communities to source additional volunteer input and support.
2.7 Programme (Speakers and activities)	Event Chair/Nominated person	<p>Manage papers/presentations – liaison with presenters.</p> <p>Ensures the content of the programme is in line with the proposed aims and published description.</p> <p>Ensure the speakers are made known to HQ contacts e.g. booking process and marketing/publicity</p>	<p>NI Events Manager</p> <p>NI Communications and Marketing Officer</p> <p>NI Events Officer</p>

<p>2.8 Registration/Booking Process</p>	<p>NI Events Officer</p>	<p>Establish a booking process with Event Chair/nominated person</p> <p>Set up event into NI system. From 2018 all events will be able to offer online booking arrangements.</p> <p>A list of details needed is in the event checklist. For booking it should include each activity planned – the cost and the capacity. This includes delegate tickets (paid/unpaid), sponsorship packages, exhibition and social programme.</p> <p>Marketing must be contacted to enable communications e.g. save the date, open bookings, announcements, 2 weeks to go.</p> <p>Advise who needs the latest list of bookers on a regular basis to monitor the events rate of booking and viability as well as to measure the success of promotions, campaigns and identification of additional target audiences.</p> <p>Manages the monitoring of unpaid invoices and reports to the NI Events Manager and Event Chair on the status.</p> <p>NI Marketing and Communications Officer and Events Officer need to carry out tasks to enable the booking of the event. It is crucial therefore to ensure their activity happens BEFORE promotion begins.</p>	<p>Event Chair/Nominated person</p> <p>NI Communications and Marketing Manager</p> <p>NI Events Manager</p>
<p>2.9 Publicity/Promotion</p>	<p>Event Chair/Nominated person</p>	<p>Arrange the production of materials and publicity schedule with the NI Communication and</p>	<p>NI Communications and Marketing Manager</p>

		<p>Marketing Manager.</p> <p>It is essential to establish ask HQ to check that your promotional materials meet NI branding rules.</p> <p>It is crucial to provide HQ with copy for online and offline materials e.g. a flyer, advert, short newsletter item and website. Use relevant templates where provided.</p> <p>Arrange with NI HQ a marketing plan (this includes awareness of the event, attracting delegates sponsors and exhibitors.).</p> <p>Create content that communicates the event detail and summary, benefits from attending and programme etc.</p> <p>Engage with the NI Communications and Marketing Manager on use of social media. Share with all interfaces a social media pack for use and sharing with third parties advocates.</p>	<p>NI Events Manager</p> <p>NI Events Officer</p>
2.10 Direct Marketing	Event Chair/Nominated person	<p>Co-ordinates the issue of direct marketing of an event with personal contacts and networks.</p> <p>Connects with the NI Events Manager to reach out to more targeted groups/people.</p>	NI Events Manager
2.11 Paying invoices (expenditure)	Event Chair/Nominated person	<p>Read the guidance on how to get an invoice paid and arrange with the NI finance team payment of event invoices (see guidance). A signed copy of the contract must be given to finance@nuclearinst.com. It is important to make them aware when to expect payment and confirm when it is received.</p> <p>Check that the quote selected matches with the contract issued for signing and the proposed</p>	<p>NI Finance</p> <p>NI Events Manager</p>

		<p>budget approved by IAP. Below 1K the NI Events Manager can approve, 1-5K NI CEO, above approval from the NI Treasurer is needed (allow more time the greater the cost).</p> <p>Update Finance and NI Events Manager on a schedule of payment. Any potential increase to an approved budget must be flagged immediately to the NI Events Manager before the cost is incurred.</p>	
<p>2.12 Debt collection (income)</p>	<p>NI Events Officer/NI Finance</p>	<p>Report to the NI Manager the unpaid invoices before and after the event. Notify the chair as relevant.</p> <p>Payments are chased by the NI Events Officer before an event takes place. If it has not been received up to 6 weeks after an event this activity is then handed over to Finance as debt collection and must be reported to the NI CEO and NI Ents Board.</p>	
<p>2.13 On the day activities/event execution</p>	<p>Event Chair/Nominated person</p>	<p>See checklist in Appendix 2 (or make this a different paper).</p>	<p>NI Events Manager NI Communications and Marketing Manager</p>
<p>2.14 Monitoring and reporting</p>	<p>Event Chair/Nominated person</p>	<p>Work with the NI Events Manager to meet the schedule of reporting required.</p> <p>Finance – can be asked for a report on actual spends associated with an event. A report on actuals will be issued regularly to the NI Event Manager and nominated person.</p> <p>Events Officer – it is assumed</p>	

		<p>that the financial performance of the event will be self-monitored, however a report can be requested to check status.</p> <p>Post event, a check that the monitored financial position meets the actual NI Finance position must be carried out to check it matches.</p>	
2.15 Learning and monitoring performance	Event Chair/Nominated person	<p>Conduct a wash-up with key roles in the team to measure the events performance against financial goals and ambition.</p> <p>Provide a set of learning points to the NI Manager to review this process for future learning and improvements.</p> <p>This feedback will be provided to the Events Committee, IAP and the NI Enterprises Board for their noting and input into the strategic direction on the NI Events Programme</p>	<p>NI Events Manager</p> <p>NI Events Officer</p> <p>NI Communications and Marketing Manger</p> <p>NI Finance</p>

Appendix 1

Learning from Experience: Compiling the Business case template

Request the latest template by contacting the events@nuclearinst.com or the NI Events Manager

Key points

- A simplified budget form has been tested in 2017 and will be used in 2018. It asks for three levels of projection – Low, Medium and High. All paid-for events should be aiming for a surplus of 30% including 10% contingency.
- For repeat events, always pay close attention to the previous year's budget and actual figures in setting this year's figures.
- When contracting with an external venue, the minimum number must be a principle feature in the business case and mitigation of this risk monitored throughout
- Research your expected market carefully and provide evidence of this in the budget template.
- Is entertainment a necessity? Avoid committing to your entertainment costs until the minimum numbers have been met to break-even.
- Take a cautious approach to budgeting so that complimentary tickets are only allocated after minimum numbers have been met.
- Managing costs, for large ticket items such as AV (or anything that makes up more than 25% of your overall expenditure) make sure you get at least two and preferably three different quotes.
- Obtain at least 2 quotes for external services being procured (unless it is a preferred or single source provider)
- Marketing and Communications Officer is the design and brand contact liaison for any resources or materials eg. the dinner booklet or any materials. Content provided by the responsible person on the organising team. Quotes can be requested for budget evaluation on request by providing clear specifications communications@nuclearinst.com
- Do supply a concise instruction as to what the contract/invoice is for to finance@nuclearinst.com and NI Events Manager a.macmillan@nuclearinst.com (e.g. *Annual Nuclear Dinner, Band Entertainment, less than the budget estimate in the forecast, payment required by 12/11/17. Payment details are included*)
- Remember If the contract differs from the budget, this **must be** highlighted with a justification and assessment of impact on the event within the Level 2 budget monitoring spreadsheet. It is likely this as will affect sign off and more time must be allowed for.

Event terms and conditions

- Please ensure you are aware of our payment terms and conditions, in the link below and relevant paragraph quoted below. On paid events cancellations received in writing up until 30 calendar days before the event day will receive a refund (subject to an administrative charge of £30 +VAT) After that (29 calendar days) no refunds are given, however replacement delegates are accepted.
- The full NI terms and conditions are available on the NI website www.nuclearinst.com/Events
- When using an external supplier or need to make clear on external materials, please request the formal copy from the NI Events Manager. The NI terms and conditions are available on the NI website www.nuclearinst.com/Events

Appendix 2 Event Checklist

Project Plan prepared by Event Project Manager

Event name:

Branch Event Project Manager:

Contact Details

Committee Details – key roles and contacts

Key Phases and schedule

1. Preparation

Pre-event = No less than 5 months ahead of date. Ideally 9 – 24 months.

Submit events proposal to Events Committee (Event Business Plan Template Part 1) and business case to IAP	Ideally the budget forecast estimate (Part 2) will be included and can be submitted to IAP in parallel. The greater the financial risk the more time required in planning.
Where gaps in Part 1 of the Business Plan Template exist e.g. ideas for potential speakers or venue, this should be made clear to the Events Committee that market intelligence input is required.	Date submitted: Feedback Reference: Decision:
Venue sourcing A gifted venue must be considered initially. For venue sourcing use the request from (ADD here) This includes needs on accommodation block booking etc.	
Obtain quotes from suppliers for inclusion to IAP if requested (at least 2, preferably 3 quotes are preferred)	
Submit Business Case and Budget Forecast for IAP approval. Check that it is.... A realistic estimate of all expenditure and income streams (e.g. paying delegates, sponsorship, exhibition, social programme) Meets the target of 30% profit which has been set by the NI Ents Board on all events. (Justification on not reaching this target is essential) Quotes for use of external services must be available (at least 2).	
On approval develop a Project Plan (guidance below). This should be used to monitor the roles and tasks associated with deliver of the event and agreed with the NI Events Manager.	

Approval – Project Planning

Nominal Code (obtained from NI Events Officer)	
Event Title:	
Event Description: (copy for external use)	
Target Audience:	
Event Date:	
Event Venue and Location:	
Event Organising Committee (with contact details and roles)	
Outline of expected invoices and payment schedule shared	
Sponsorship strategy. Share with NI HQ to include in a holistic approach.	
Delegate attraction strategy (target audience, route to make known, benefits from attending, influencers e.g. corporate members, speakers etc.	
Marketing and Communication Plan written and shared and agreed with NI HQ in line with delegate and sponsorship strategies (phasing can be used where not all details are yet known) NI Marketing and Communications Officer to agree corporate input/tasks into the Marketing Plan for each individual event e.g. website, e-marketing, social media, direct mailing to database contacts.	
Copy for external use written and used to deliver the marketing and communication plan	
Agree the right booking process with NI Events Officer As a minimum the following information is required Date Location Full event title Approved fees and pricing details Session selection requirements Capacity delegates Session selection requirements Exhibition specifications Sponsorship packages	
Sponsorship strategy known	
Agree with Marketing and Communications officer any promotional resources required	

The following is needed for an Announcement, Save the Date

Ideally no less than 4 months before an event activity

Provide details to NI Event Officer to set up on OMNET and decide on go live date.	
Nominal Code (obtained from NI Events Officer)	
Event Title:	
Event Description: (copy for external use)	
Event Date:	
Event Venue and Location:	
Email address to register for updates Or sign up to general NI events mailing list	

To open for bookings

Agree with NI Event Officer on go live date. An agreed how to book process must have been reached.	
As above, plus any further details that are known	
Communicate sponsors/supporters that have been secured via logo on promotional materials	
Fees and Discounts (as agreed in the Business Budget)	
Provide details to Event Officer to set up Booking system (OMNET and booking form completed)	
Carry out actions to announce bookings in the Marketing and Communication Plan (will have marketing resources to share e.g. e-banner, signature etc.)	
Make sure the event features on the NI Internal Master Events Plan (this is available from NI Events Manger or branch/network chair)	
Identify and prepare joining instructions. Agree how and when they will be sent.	

Day to day activities

Carry out actions in Marketing and Communication Plan	
Ensure contract with venue is signed, invoice details are correct and payment schedule is known by NI HQ finance tea. If the contract differs from the budget, this must be highlighted.	
For for ad-hoc discounts discuss with NI Events Manager	
Confirm sponsorship packages sold with NI HQ and identify the support to ensure they are delivered e.g. logo on NI website to Marketing and Communications officer.	

Decide on the need for an arrange external suppliers e.g. filming, photography, entertainment.	
Keeping track of event information and review the marketing and engagement strategy accordingly <ul style="list-style-type: none"> - Tracking or registration (paid delegates) - Budget - Speakers list - Guests 	
Liaise with speakers/presenters to obtain a headshot and short pen picture.	
Provide speakers/presenters with guidance to check the content of the session. This might require regular contact and connection with other speakers/chair.	
Continue to update the external event marketing information (online content is more practical to update) <ul style="list-style-type: none"> - Include new partner/sponsor logo - Sponsorship opportunities - Event timing, location - Speaker information 	
Arrange regular contact with NI Events Manager to review the business case and budget	

Four weeks to go

Engage with the venue and provide a guide on timings and requirements from event session e.g. exhibition space, signage, tables etc.	
Inform the NI Events Manager on any risks or opportunities related to the financial and reputation of the NI from the event	
Consider ad-hoc discounts with the NI Manager ahead of 2 weeks to go and delegate bookings	
Agree a schedule of production with the Marketing and Communications officer any materials required for the event e.g. delegate booklet, pull-up banners	
Prepare and plan issue of a final communication with delegates, speakers (inc. AV plans) and suppliers to issue at least 1 week ahead of the event. <ul style="list-style-type: none"> – Date & time – How to get there – Preparation expected – Dress code/wine list/pre-event drinks for dinners – Confirmation of dietary requirements 	
Plan marketing campaign in line with delegate numbers	
Plan the staffing and roles at the event e.g registration desk, roving mike, AV, greet speakers/delegates	

Consider the set up of feedback questions using Survey Monkey with NI HQ	
If event is full communicate immediately with NI Events Officer to stop bookings and update the website accordingly	
Arrangements for and on the day including table planning if required. NI HQ can support if agreed in advance.	

One week to go

Check that final communication to speakers, delegates etc has been issued	
Write thank you, communication for sending post event. Agree with NI Events Officer on how and when this is to be send out.	
Check with the venue and confirm numbers. Send dietary and access requirements. <ul style="list-style-type: none"> - Ask for safety/security briefing - Check AV requirements - Obtain the functional event plan from the venue to check timings 	
Check with NI Event Officer on confirmed attendance and be aware of any outstanding unpaid invoices (NI HQ chase the unpaid invoices directly – no action FYI)	
Familiarise with the event layout and the AV	
Check that the presenters/speakers/chairs are comfortable with the arrangements. Check that presentations can be shared post event (arrange with NI HQ dropbox)	
Consider what level of notes are required and appoint a note taker	

On the day

Ensure event staff understand their role	
Check no fire or security alarms scheduled	
Set up Signs, Registration Desk, Delegate resources, AV presentations etc.	
On the day meet and briefing with Chair and Speakers (utilise the event team to share the task)	
Feedback announcement/forms	
Check the notes are being taken	

After the event

Send thank you to organising team, speakers and delegates (include how post-event info will be shared e.g. link to dropbox with presentations)	
Check removed from the website	

Obtain survey feedback to consider against business objectives	
Produce Level 3 actual budget and summary with the NI Events Manager	
Write a report for the NI Marketing and Communications Officer to use across relevant platforms and in future marketing (include images and positive soundbites)	
Arrange wash-up with team to review performance and meeting the aims and objectives, plus include learning for future events. Include a recommendation on making it a repeat event (annual, bi-annual, three years – little market appetite). Share this with IAP	
Non-member delegates will be encouraged to explore membership.	
Each person is now on OMNET and will receive the NI Events e-newsletter fortnightly until they unsubscribe	