
Event Management

Tips and Guidance for Success

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INTRODUCTION

This Guidance Note on Event Management is intended to be used by Leonardo da Vinci funded projects, both contractors and their transnational partners.

Dissemination and valorisation are high on the agenda of the European Commission, and throughout the duration of Leonardo da Vinci funded projects, this activity is actively encouraged. Organising successful events is a key part of a good valorisation strategy. Events are a platform for relevant stakeholders to meet and network, to be informed about projects' results and also to explore ways of embedding these results in existing Vocational Education and Training (VET) systems or practices.

This Guidance Note aims to assist contractors in planning an event, providing an outline of the activities to be undertaken and an insight into the skills required. The Guidance Note aims to help event managers, with varying levels of expertise in the field of event management, to organise effective and successful events in terms of the audience covered:

- large or small scale events - between 20 to 350 delegates;
- at all levels - at local, regional, national, European or international; and
- a broad range of audience – general public, public or private organisations or specific target groups.

The practical advice and recommendations identified in this Note are based upon best practices, expertise, effective and new approaches tried and tested by the Leonardo UK National Agency, Leonardo Procedure B projects and the Equal Support Unit (ECOTEC Research and Consulting Ltd) over the last years.

The overall purpose of the Guidance Note is to provide practical advice and detailed guidance on how to best organise a successful event, to improve quality in event management and to develop successful events in the future.

Though codes of practice and practicalities vary across countries, the basic organisational event management process follows a logical pattern in terms of activities which need to be carried out **before** an event takes places, **on the day** of the event and **after** the event.

To help practitioners, we therefore have divided this Guidance Note into three main stages and outlined, for each of these, the key activities which need to be implemented. Readers must note, however that, though activities are described in a chronological order, they must be implemented in parallel and on an ongoing basis.

Specific recommendations, project examples and practical tips are provided throughout the document (in text boxes). The highlighted annexes provide key documents to be used by project promoters and partners as templates.

1 BEFORE THE EVENT

1.1 Where to begin?

The first thing you will need to do is to carefully read the financial provisions described within your contract agreement (c.f. Administrative and Financial Handbook) and check the eligible costs related to the organisation of events.

The second thing that you will need to do when planning an event will be to make the most basic decisions about the subject of the event, its aims, when and where it will take place, how long it will last, its format (presentations/ workshops, and/ or exhibition), the target audience, how many delegates you will have and who your target audience will be.

You will also need to consider the most appropriate way to reach your target audience. In a transnational partnership, consider if one large conference towards the end of the project is suitable, or whether a series of local events in partner countries is more feasible. Once your project is underway, you may realise that what you initially proposed could be improved to greater impact on your target group across the countries involved in your project.

Banbridge District Enterprises (BDE) was successful in the 2002 Call for proposals. The *Green Entrepreneurs* project (UK/02/B/F/PP-129_558) was established to promote environmental business practices in general and to train entrepreneurs in the field of environmental business opportunities. Target groups also included entrepreneurs considering setting-up enterprises in the environmental sector, existing SMEs considering diversification of products/ services, community groups, and social economy businesses. The partnership (between Denmark, Spain, Ireland, Poland, and the UK) developed a multimedia information and training tool within the thirty-month project duration.

The initial agreement with BDE involved them organising a final conference in Ireland towards the end of the project. However, as the project developed, it was felt that the products would have additional impact if a series of events in each partner country was provided to launch the product. This meant that a greater number of the target group would be reached across Europe, as the convenience of having an event locally became more appealing.

See www.greenentrepreneurs.net for further information.

The University of Salford, also successful in the 2002 Call for proposals, made a similar decision to change the format of the work programme for the *Effective Marketing for Business in European Regions* project (UK/02/B/F-PP129_566). The project aimed to develop online learning materials on business culture in European countries for SMEs, the education sector and regions.

The initial contract involved the partnership working towards a launch conference. However, as the 3-year project progressed it became apparent that it would be more effective to hold regional events in partner countries as this approach would be more effective in reaching a broader target audience.

See <http://www.ember.eu.com> for further information.

Once you have reached an initial decision on these main points it is worth drawing the ideas together in the form of **an event briefing note [see Annex 1]**. You can then circulate the briefing note, outlining the main features of the event to internal colleagues and to other people outside your own organisation who are also involved in organising the event and invite their comments.

The event briefing note should be circulated for feedback and comments to your partners. This is to ensure that the purpose and objectives of the event are commonly agreed by all and that the event meets the needs of all the partners involved. It also allows partners to make detailed suggestions on the event right at the start of the event preparatory stage.

Suggestions can cover the format of the event (which might depend on the countries' practices), the audience (e.g. taking into consideration aspects such as knowledge of the topic or of foreign languages) and recommendations on specific speakers.

This briefing note is also very useful as a dissemination and publicity tool for all countries involved. On the basis of this note, articles can be written to publicise the event in advance in partners' publications or on their websites. Once you have received comments on your initial draft brief you may want to revise it to take account of the feedback.

At this early stage you will also want to consider whether you will manage all the work with your current staff, hire in additional help for a fixed period to help with the preparation or sub-contract most of the work to an event management company.

Write an event briefing note and invite comments.

1.2 Setting the Agenda

Once you have agreed the basics of the event in a brief you should work out a more **detailed agenda [Annex 2]**. An agenda will normally include most of the following elements:

- Registration/reception;
- Opening speech (someone opens the event by recapping on its purpose, introducing the panel if there is one, going through the agenda for the day and any housekeeping rules);
- Presentations;
- Question and answer sessions;
- Workshops (presentations/ sub-group discussion and reporting back/ with small groups, introducing themselves);
- Event conclusions/ closing panel discussion; and
- Coffee/ lunch breaks.

Setting the agenda:

- * be realistic about timings, e.g. how long it takes to give a presentation;**
- * allow for audience questions at the end of presentations;**
- * ensure adequate time is available to move delegates between rooms;**
- * build extra time into the agenda to act as a buffer to avoid incurring delays.**

Human attention spans – even the most interesting speaker will not be able to keep an audience fully engaged for two hours.

Allow adequate time to set up before delegates are due to start arriving – you don't want them to arrive while you are still unpacking boxes of display materials.

1.2.1 Duration

Some options: half-day; whole day; several days; breakfast/ lunch only meeting; reception only; training event; conference plus evening reception; evening reception (drinks and/ or food). The combination will depend upon a number of factors such as the purpose of the event, your target audience and budget.

Think about how much time your target audience will be able to take out of their schedule to attend and travel to the event. You should also consider where delegates will be travelling from (as a general rule, people travel further for longer events) when deciding on the duration and start and end times.

For example, there is no point in running an event until 19:00 if most of the delegates will have to leave at 16:00 to catch their train/ bus home. If people are travelling from far and are keen to network then it is a good idea to have a reception, perhaps with 'icebreaker' (or cultural) activities, the night before. Providing an evening meal can be costly so if your budget is limited you may just want to provide a drinks reception rather than a full three course meal.

1.2.2 *Format*

Events are generally organised to promote your Leonardo project and its results to the widest audience as possible, so that results can be embedded into existing VET practices or systems.

The general aim of your event is therefore to increase the visibility of your products to the relevant stakeholders (i.e. local, national or European authorities; sectoral organisations, social partners, accreditation bodies etc.) in all countries involved. In achieving impact, you should aim for securing longer-term take-up of activities, outcomes and lessons by policy-makers and practitioners at local, national or European level.

When considering what your audience are coming for, you will therefore want to combine some/ all of the following elements:

- Promoting your organisation/ product(s): consider having an exhibition area;
- Hearing about latest developments in your field: if they are there to listen and learn (rather than contributing a lot to the discussion) then you will want to have more presentations and fewer workshops;
- Seeing the latest developments in your field: again, an exhibition is good for showcasing developments;
- Discussing the topic with other delegates and the speakers: workshops are a good forum for promoting interactive discussion;
- Networking with other participants: creating opportunities for mingling, e.g. coffee breaks and receptions; these can be given some structure (e.g. by setting a task) by creating opportunities for people to meet and to network.

Because Leonardo projects result from transnational partnership, it is also important to outline the transnational nature of your event. As an example, you might ask each of your partners to make a presentation on the impact the project had within their own institution or country.

At the end of the project, your event is intended to publicise more generally your project's outputs (both products and processes), the lessons learnt, and the benefits gained.

You may also want to consider providing some kind of cultural entertainment, for example, live music/ dance during an evening reception or lunch.

Format of the day: make your agenda diverse, varied, and interesting; it should be designed to increase the visibility of your project results by reaching out to as many potential users and stakeholders as possible and to meet delegates' needs.

1.2.3 Day and date

Day

Our experience has shown that it is more difficult to hold an event on a Monday. It is better to hold an event Tuesday-Friday because that allows a working day before the event to ensure that everything is in place and to deal with anything unexpected.

Timing: Avoid Mondays

Date

Things to consider when choosing a date:

- School holidays/public holiday/religious festivals;
- Similar events on the same topic (try to avoid direct competition);
- Internal work calendar (pick a period when there will be enough staff capacity to prepare for the event); and
- Travel from abroad.

1.2.4 Title

The title that you select is important. The title will be the first piece of information that a potential delegate will read about the event and it could well determine their attendance.

The title should give a clear indication of what the event is about and, as general rule, the shorter the better.

1.2.5 Content

Do plenty of research into the topic of the seminar to ensure that you are up-to-date with the most important developments in that field and devise an agenda that will appeal to delegates.

Look for any other conferences/ seminars on the same/ closely related topics - this is a quick way to get an idea of what the current issues are.

1.2.6 Consider the audience

It is important to target the audience for your event, in order to ensure that maximum benefit is gained from this dissemination/valorisation activity. The audience will be those individuals and organisations who have the potential to carry forward the activities, lessons and outcomes during the lifetime of your project and into the longer term after the project has finished. Therefore, the types of activities undertaken need to be tailored to the needs of your target audience.

Target groups for dissemination fall into three distinct categories:

- **End-users of your project products**

This group comprises all those who might actually use the products developed in your project.

- **Decision-makers**

This group of actors includes those who might take the decision to start using the products of your project or partnership within their organisation. Decision-makers might be directors of training organisations, a city council, SME managers or individual trainers. They could also be policy-makers responsible for training, accreditation or employment.

- **Supporters, interested parties or stakeholders**

These parties include all those who have, in one way or another, an interest in seeing your products or recommendations being accepted by decision-makers. They might include professional networks, non-governmental organisations (NGOs) representing the target groups, chambers of commerce and trade, equal opportunity organisations, trade unions, voluntary organisations, or employers' organisations. In other words, they are groups – and sometimes individuals – whose opinions are valued by decision-makers.

In reviewing your audience, attention should be paid to those providing supports that help to make your project a success; as such support is often very important in achieving impact. Examples might include the support of a firm's top management/ college in introducing a new training programme.

Identify: the relevant stakeholders, i.e. those people who can disseminate or endorse your project results. This includes people from government ministries (which ones?), public authorities, NGOs, businesses, representatives of the press (print/ radio/ TV), general public. If you are mixing delegates from different types of organisation you should consider what proportion you would like from each of these groups.

Consider: when making any decision about your event always ask yourself what your audience would find most useful, helpful and interesting.

1.3 Venue

The venue for the event is of prime importance.

Remember there is often a timescale for booking the venue, the further in advance of the event the better.

Many venues have 'peak' and 'off-peak' times which will have cost implications - depending on the time of year the booking is made.

1.3.1 Selection

This is probably the single most important aspect of planning an event or seminar. There are a variety of event finding organisations who will, often free of charge, find a suitable location and arrange everything you require for your event. However, it is often better to view your intended venue yourself and meet with the management team at that venue.

Visit the venue in person before you commit to assess how well it can accommodate your event. This will also give you an opportunity to meet the staff at the venue – it is important that you nurture a good working relationship with them from the early stages.

- *Location*

Consider your prospective audience and their geographic location before seeking a venue. Take into account travel implications for both your staff and your delegates – will it necessitate an overnight stay?

Make sure that your venue is close to public transport or is within easy reach of car parking.

Location does matter – it is much easier to find willing delegates for an event in a renowned and well-connected city rather than in a difficult-to-access place. Think about the cultural appeal of the town where the event takes place. An interesting/ attractive venue also helps to persuade potential delegates to attend and will leave them with a stronger cultural understanding.

- *Facilities*

It is recommended for projects to organise their events within partner organisations' facilities where possible. This demonstrates the commitment of the institutions themselves to promote the project, but it also can give a direct insight into the local context in which people work.

Choose a venue which will accommodate your needs in terms of the types of rooms you need, i.e. a plenary hall, a number of smaller workshop rooms, an exhibition space, a catering/ bar area. As a general rule, the higher the number of rooms, the higher the cost.

Ensure that the venue capacity is appropriate to your needs. Take into account how many people you plan to invite and consider how you wish to lay out your rooms. You may choose theatre; boardroom; cabaret or horse shoe layouts. Therefore check that the room sizes are adequate for your chosen layout. Will the layout need to take wheelchair users into consideration?

You should also check if the rooms are close to each other and that it is easy to navigate between them. It is also worth checking if there will be any other events taking place in the venue on that day and what impact, if any, will it have on yours?

You will also need to have a top table and possibly a lectern; a place to locate your laptop or other audio visual equipment. If the room is large you will need to think about microphones both for the top table and the lectern and/ or lapel microphones for the presenters. If you plan a Question and Answer session, you may need a roving microphone to pick up the questions being asked.

Check also that the venue will permit set up and break down of conference materials outside the actual event times. If you are holding an exhibition, you may need time the day before to set up stands, etc. Will the venue permit you to send documentation beforehand and store it for you before and after the event?

- *Obtain quotes and budget issues*

It is good practice, particularly with a large event, to visit a few venues and ask them to provide quotes in order to help you select the option which offers best value for money and even to help you bargain. When obtaining a quote you will need to consider not only the hire of the rooms, staff costs (i.e. technician, cloakroom attendant) but also furniture, catering, signage, technical assistance, hostesses, audio-visual equipment and exhibition facilities (stands, display boards, power sockets and cables, cloths for the tables).

When getting quotes make sure you include the little extras as they are often very expensive.

1.3.2 Making arrangements

There are a number of things that you should establish as soon as you have selected a venue.

- *Establish clear point(s) of contact*

Once you have agreed on a venue you should establish who will be your contact for different kinds of queries in the run-up to the event (financial, catering, ICT, design, furniture), obtain their contact details and introduce yourself and any other key colleagues. Make sure that you have the relevant names, e-mail addresses and fax numbers and that they have yours.

- *Financial and legal issues*

Deposit: it is often the case that to secure your booking it is necessary to pay a deposit. You should establish early on if one required. How much will it be? When should this be paid? How should it be paid (cheque/ bank transfer)? Obtain the relevant account details so you can make payments correctly.

Contract: for large events in particular you will probably be asked to sign a contract that will carry a penalty for cancellation. Read the contract carefully (in particular the clauses related to payment, services offered and cancellation) before you sign and negotiate the revision of clauses where necessary.

- *Establish deadlines*

The venue will need to know certain things in advance like delegate names, exact numbers for catering, furniture requirements, and images to be used for signage etc. Some information they may need a couple of weeks in advance and others a few days, you should establish what information they require and the associated deadlines as soon as you have confirmed that they are your selected venue. For catering purposes, you will need to provide the venue with the number of delegates well in advance.

Put the venue's deadlines into your event planning roadmap.

- *Opening and closing times*

You will need time before the delegates arrive to set up the registration desk, audiovisual equipment and any display materials and time after they leave to pack up. In order to have sufficient time for this it is important to discuss this with the venue in advance. When will you be able to set up from? What time will you need to be packed up by? Do these extra hours for setting up and packing up involve additional costs?

- *Delivery of courier materials*

Venues vary considerably as to how to accommodate couriered materials. Here are some points you will need to consider:

- Where can materials be delivered to?
- What day/ time can materials be delivered?
- What is the address?
- Will you need to pay for a member of their staff/ arrange for a member of your internal team to oversee delivery of couriered materials?
- What should deliveries be marked with (e.g. name of event/ date/ room name or numbers?)

If you have a large exhibition you may want to hire the exhibition hall for half or all of the previous day so that materials can be delivered and exhibitors can set up.

- *Catering*

Make sure you know who your contact point is for catering (before and during the event).

You will want to address the following points when making your catering arrangements:

- Which selection of food can the venue offer you for your budget?

- Will drinks/ snacks be served during the registration period?
- How many coffee breaks will you have? Hot and cold drinks? Snacks?
- What sort of lunch will you have? Hot/ cold/ seated/ fork buffet?
- Will there be chairs for people to sit during the break/ lunch?
- Can the venue cater for special dietary requirements (e.g. nut allergy, vegan)?
- Water to be placed on the speakers' table?
- Water to be placed on delegates' tables?

Give the venue a clear list of your catering requirements [Annex 3] along with the times the food and drink should be served (using your agenda to indicate these is helpful). Get confirmation by phone/ e-mail that they have received your instructions and have understood them.

- *Audio-visual*

You will want to address the following points when reviewing your audio-visual requirements:

- What equipment do you need for each room where there will be presentations? (- usually PCs/ power-point/ projector/ projector screen, flipcharts, microphones and pens/ laser pointer, but you might also want TV/ video/ internet access/ lighting).
- Do you need any equipment for the registration area?
- What audio equipment will you need on the speakers' table? Are roving microphones required?
- If you require interpretation (e.g. for a multi-lingual international event) then you will need to ensure that the venue is able to accommodate this (e.g. translation booths and headsets).
- If you plan to transcribe the event proceedings then you can arrange to have a tape recording.

Give the venue a clear list of your audiovisual requirements for each room. Get confirmation by phone/ e-mail that they have received your instructions and have understood them.

- *Signage*

You will need to decide what sort of signage you would like, where you would like to place the signs around the venue and what imagery and wording you will use on the signs. In terms of the types of signage you may consider having signposts and/ or banners. You may want to place signposts around the venue if it is large to help delegates find their way to the rooms you are using. You may want to have a large banner behind the main stage. Try to make the imagery and wording on the banner consistent with other documents related to the event (e.g. invitation, delegate packs).

Make sure you have adequate signage to ensure that delegates can find their way around easily (especially close to lifts and at cross points). Venue staff can make valuable suggestions concerning optimum locations.

- *Furniture*

Some decisions you may need to take concerning furniture:

- What furniture (tables/ chairs/ lecterns) you want in each of the following areas: reception; foyer; main plenary room; speaker/ preparation room; workshop rooms.
- In the plenary and in most cases also the workshop rooms you will want a top table with a certain number of chairs.
- How you want the delegates to be seated – cabaret style, in the round or tiers?
- Will you need to move the furniture for workshops? Will you need to partition a room(s) for workshops? How will this partitioning be done, how long will it take and who will do it?
- Clearly indicate the furniture needed (a table, chair, table cloth, display boards) in specific areas of the venue.

Present the venue with a clear list of your furniture requirements; diagrams can be very helpful here.

Avoid making rooms feel cramped because there are too many chairs and people for the space – Health and Safety requirements need to be considered at all times.

- *Floral arrangements*

Flowers help to brighten up conference facilities. If you are considering having floral displays at your event then you will need to address the following:

- There are a number of locations where you may want to consider positioning a floral arrangement: reception, catering area, on/ around speakers' table in plenary and/ or workshop rooms.
- Can the venue arrange this or do you need to find a florist?
- What you will do with the plants afterwards (e.g. you may want to have a car available so that you can take them away and give them to staff)?

Make sure that plants are positioned in a way that does not obstruct communication (e.g. blocking the view of the top table).

- *Staffing /assistance*

Consider the kind of assistance that you would like the venue to provide for you and establish how much it will cost and what time assistance will be available from.

Some of these tasks could be undertaken by your own staff but remember that that will leave staff with less time to talk to delegates and co-ordinate the event. Consider who will provide each of the following types of assistance during the event:

- audio-visual technician(s);
- hostesses (registration/ moving the microphone around the audience), ushers (guiding people between rooms at a large event), cloakroom assistant;
- interpreters;

- drivers; and
- staff manning the reception desk.

- *Photographer/ cameramen*

It is good practice to get a number of quotes for this kind of work before making a decision and then to put a contract in place with whomever you select. If you plan to take photos/ video record your event then it is good practice to obtain the consent of delegates and speakers; you can do this as they register. Think about the pictures you would like to have for your future dissemination activities (reports, newsletters and website).

If you want to get shots with all your speakers together you should set aside a time at the start/ end of the day when this will take place (it is difficult during the event to find everyone you want and to get them in one place). Prepare a brief for the photographer/ cameraman prior to the event to ensure that you get the shots you need.

- *Exhibition*

You will need to agree the following with the venue:

- Tables (size, number and positioning);
- Display boards;
- Power sockets and cables;
- Internet access;
- Chairs;
- Stands;
- Table dressing (e.g. cloths to cover the table); and
- Floor plan.

It is very important to be clear on specifics – how many power sockets, the exact size of the boards, how the table will be covered and how display items can be attached to the boards.

In most cases you will also set aside one or two tables to display materials from your own organisation and from the organisations which supported/ sponsored the event; don't forget to take this into account.

Remember to book transportation (car/ courier) for your own materials well in advance.

- *Car parking permits*

Most venues require drivers to have a permit to use their car park. You will want to consider if/ how many permits you will need for staff and for delegates. The venue will most likely need a list of the people who will be using the permits (and their car registrations) in advance of the event.

- *Other important points:*
- You also will need to find out the fire emergency procedures and where the meeting point is located (as you might want to provide this information to the chair for the day).
- Make sure somebody knows and takes care of those people with special needs (for dietary requirements and for access).
- Also, what rules does the venue have about where delegates are allowed to smoke?

1.3.3 Media Intervention

At this point in the preparations it's a good idea to consider whether you will court publicity in the run up to the event and for coverage on the day. If your organisation does not already maintain a media contact list, one should be established [\[Annex 4\]](#).

You will need to consider if you will contact local, national or international publications; tabloid, broadsheet or trade press to place an editorial. Editorials are free from advertising costs and papers are always on the look out for interesting news that will impact on the local community for example. Some research will need to be done to find out the lead times for each publication, and in raising awareness about your project it is advised that you negotiate to maintain editorial control of articles where possible.

This is particularly important if your project tackles issues that could be deemed as 'politically sensitive'; where a sensational angle or negative headlines could be created (e.g. work benefiting ex-offenders, immigration policy). Retaining editorial control will help to avoid your project being reported in a negative light.

Will interviews be carried out with members of the panel/ beneficiaries on the day? If so, you will need to identify suitable interviewees that you are confident can talk positively about their involvement in the project and who can sufficiently communicate the purpose of the event. Should this be the case, you will need to obtain consent from potential interviewees in advance of the event and prepare briefing notes [\[see Annexes 5 and 6\]](#) for each candidate, as well as for any reporters [\[Annex 7\]](#).

The Wandsworth Youth Enterprise *Youngbusiness.2* project (UK/04/B/F/PP162_101), regularly has promotional events in partner countries and has successfully engaged media interest (radio, television, local and national newspapers). Such activity raises the profile of the project, encourages valorisation and helps local authorities and other organisations to learn about the project as it progresses. The project aims to promote employment by improving the potential for disadvantaged young people through enhancing their skill and competency levels. Engaging the education sector is a key activity for the partnership.

Ultimately the partnership aims to establish a Society (i.e. a legally recognised foundation) to sustain the project outcomes, and close the project with a high level international seminar. Media interest from the outset is beneficial to this end.

1.4 Delegates

The success of your event very much depends on:

- **the content of your event**, in terms of the quality of the presentations, keynote speakers and topic covered. Select the most relevant speakers, well in advance, and if possible from various countries.
- **the attention and care you take of delegates** during all key stages of your event.
 - To facilitate this, it is useful to identify a specific contact person and to create a specific email address for delegates.
 - Brief the contact person regularly and in detail and follow whether there are any issues to address.
 - Reply to queries from delegates as soon as you can. If unsure, do not hesitate to ring delegates to help them clarify their queries.

1.4.1 Publicising the event

It should be remembered that if delegates are to be charged a fee for attending the event, this amount will be deducted from the Leonardo grant received from the European Commission at the Final Reporting stage of the project.

Producing consistent, clear and professional publicity materials for the event is of key importance and demonstrates the quality and professionalism of the event itself.

- Produce materials which demonstrate the added-value of your project results. Materials can focus on best practices developed within your project, in terms of your innovation, your transnational partnership, evaluation, monitoring or dissemination activities. The impact your project had on your target groups or on VET systems or practices should be highlighted at a project, national or European level if applicable.

- Produce materials in a similar format to create an easily-recognisable visual identity throughout the event (e.g. invitation, booking forms, delegate packs and signage at the event should all have the same visual identity).

Remember: Projects should ensure that all the materials produced are in line with the European Commission's visual identity guidelines:

http://europa.eu.int/comm/dgs/education_culture/publ/graphics/agencies/use_en.html

- *Timing*

It is important that potential delegates have enough advance warning to fit the event into their schedule. In general, events that people are likely to have to travel quite far to reach or that last more than half a day require you to start promoting the event further in advance.

A lengthy event that delegates will have to travel quite far to get to = send invitations at least 3-6 months in advance.

Short event with local delegates = send invitations 2-3 months in advance.

Don't try to start publicising any event less than 6 weeks before it is due to take place.

- *Medium*

You may want to combine different methods for promoting your event in a way that is most effective in view of your target audience and the time and resources you have at your disposal.

Postal

- + people may be attracted by an appealing brochure
- + personal approach
- costly
- takes longer
- slower (can get caught in institutional post for weeks) or even gets lost

E-mail

- + quick
- + can easily be forwarded to people they know who may be interested
- + inexpensive

If you are doing a bulk e-mail remember:

- Put the e-mail addresses in the 'bcc' field (so that they can't see each other's e-mail addresses).
- If the e-mail contains an attachment with a large file size and you are sending it to more than 15 people then send the e-mail outside normal office hours (so that the e-mail system doesn't collapse).
- Reduce the size of an invitation e-mail by sending a website link instead of attachments.

Press

Printed press and e-mail newsletters/ journals can be an effective way to reach a particular target audience, especially through specialist publications.

Press releases about your project and event are a good way of communicating the facts about the project aims, objectives and achievements. You could include quotes from beneficiaries or a representative from your local authorities to promote the value of your project within the local community for example.

Websites

External: If the particular target audience have, for example, a professional association you could ask to have your event listed on their website.

Internal: Put information about the event on your homepage (the kind of information you would want to feature there could include the draft agenda, details of how to book and who to contact for further information).

▪ *Invitation content*

The invitation [Annex 8] should include the following minimum information:

- Title;
- Venue and Location;
- Date and duration;
- Topic;
- Aim of the event;
- Who is organising it (context) and who are the supporting organisations (include their logos);
- Name and organisation of any confirmed speakers (especially if they are high profile keynote speakers);
- Draft agenda;
- Who the event is targeted at;
- Cost, if applicable;
- Registration details (registration form may be part of the invitation or the invitation can just give details of how to register); and
- Contact details for further information.

Invitation should be: clear, concise, eye-catching.

Visibility of the European Commission: Do not forget to include the Leonardo logo !

1.4.2 Booking and registration

How will you accept bookings: fax/ post/e-mail/ online (excellent IT support is required if you choose this method). Once you have decided this then you should go about designing the requisite documents and setting up the internal processes required for the system to operate.

- *Booking form*

The booking form [Annex 9] should contain the following:

- Date and location of event (if applicable);
- Have tick box options for optional elements of the event (e.g. evening reception).
- Details of where to return the form to. If one of the ways of returning the form is by fax do a trial run to make sure that the form is legible when faxed.
- Workshop preferences (in rank order);
- Contact details;
- Organisation;
- Dietary requirements;
- Access requirements (e.g. wheelchair);
- Are they interested in exhibiting? (if applicable to the event)
- Places will be awarded on a first-come, first-served basis/ filling in this form does not guarantee a place.
- Your policy on the number of people per organisation who can attend; and
- Deadline for receipt of registration forms.

Leave sufficient space for delegates to write their responses clearly.

- Set up a filing system – hard copy and a folder on the e-mail inbox.
- Hard copy – order e.g. alphabetically by surname so it is easy to track.

Booking form: test the form for usability. Get some colleagues to complete the form, use their comments to make any adjustments before releasing the form to the public.

Fields in the booking form should match those on the registration database.

- *Acknowledgement*

It is good practice to acknowledge receipt of booking forms (even if you are not able to confirm their place at that stage). By issuing an acknowledgement upon receipt you avoid many phone calls and e-mails from people asking if you have received their form. Design a standard response to be used and keep it in the 'drafts' folder of your inbox.

Quick acknowledgment of receipt by e-mail avoids unnecessary phone and e-mail queries.

- *Confirmation*

Confirmation can be done by post and/ or e-mail. Design template response(s) for confirmations, e.g. one for people who will attend the day and evening events; another for people who will just attend the day event; one for delegates who would also like to exhibit.

A confirmation should normally include some/ all of the following:

- Thanks for sending in form and interest in event;
- Clear statement that the registered person has been successfully reserved a place at the event;
- Most up-to-date copy of the agenda;
- Map of the area and directions to the venue;
- Details of hotels;
- Information for delegate compendium;
- Invitation to exhibit via additional form; and
- Information on obtaining a parking permit.

Try to negotiate a special rate for delegates with one or several hotels.

▪ *Subsequent correspondence*

This serves to remind people about the event and provide them with additional information. This may include:

- Delegate compendium;
- Details of who will be exhibiting;
- More detailed information on the event (e.g. on speakers, workshops, entertainment to be provided);
- Suggested reading relevant to the event and any briefing papers written by speakers;
- Weather forecast and tourist information; and
- Reminder that if they are no longer able to attend, they should let you know.

Keeping delegates informed in the run-up to an event helps to focus them on the event and feel looked after and create positive expectations about the event.

To encourage networking, it is useful for delegates to have a delegate directory (or at least a participants list) before the event so that they can get an idea of who else will be attending.

▪ *Internal registration process*

- Set up a file to keep delegate registration forms in (file systematically, e.g. in alphabetical order by surname).
- Ensure that the database fields match the fields in the booking form.
- Pilot the delegate database with the staff who will be using it and adapt it according to their recommendations.
- Appoint one/ two members of staff to be responsible for registration.
- Ensure staff who are in charge of registration are trained on how to process registrations correctly (input on the database and telephone/ email queries).
- Ensure everyone knows where registration forms should go (e.g. setting up an 'in tray' for forms that have arrived but that have not been registered yet).
- Ensure that forms are marked with the date they were received and the date that the details were put into the database and that an acknowledgment and/or confirmation was sent.

- Register on the database all internal staff who will attend the event.
- Closely monitor registration numbers so that the maximum is not exceeded.
- Make sure contacts are inputted correctly and in the same format. If information is unclear on booking forms, delegates should be contacted.

Set up registration system and processes and have staff trained on them before the invitation is sent out.

▪ *Dealing with cancellations*

Put a score through their registration form and attach their cancellation e-mail on the back. If they cancelled over the phone then just make a note of the day they phoned to cancel on the registration form. Once you have reached the maximum number of delegates you should put a waiting list facility in operation:

- Create a standard e-mail/ letter to reply to people stating that all the places have now been filled and that they will be notified if any spaces become available.
- Create a section in the hard copy/ electronic format to store the surplus registrations.
- Ensure that when surplus registrations arrive that they are dated so that if spaces become available you will be able to allocate them fairly.

1.5 Exhibitors

1.5.1 Expressing interest

You should have a form for exhibitors to complete in order to obtain an exhibition space. On the form, delegates should be asked to identify the materials and quantity of materials they would like to exhibit. Present them with options on the technical facilities available e.g. – stand/ table/ board/ electricity/ web access. If they would have to bear the cost of any of these include the details.

▪ *Confirming details*

You should provide them with information in **an exhibitor letter/ briefing note [Annex 10]** on:

- When they will be able to set up from and until;
- When they will have to pack their materials away by;
- Arrangements for having materials couriered;
- What equipment/ furniture will be available to them (and any costs);
- Which desk/ stand number they have been allocated to (this can also be done at a later date);
- Insurance;
- Description of the power points that will be available and if they will need adaptors (if travelling from abroad); and
- Contact details for queries they may have regarding exhibiting a) in the weeks prior to the event and b) on the day of the event (this may need to be a mobile number).

1.6 Speakers

1.6.1 Finding speakers

It is good to make an initial approach to a potential speaker on the telephone. During this first call it is important to present the key information:

- What the event is about;
- That you are looking for a speaker to talk about topic x and their experience is really relevant;
- Date and location of the event;
- Audience targeted;
- What exactly you need them to do (e.g. prepare a 30 minute presentation and take questions from the audience during a panel discussion at the end of the day);
- If you are able to pay them a fee or are able to cover their travel and subsistence expenses;
- Whether you will arrange and pre-pay their travel and accommodation or whether this is their responsibility; and
- Inform them about the person they should contact; explain that a more detailed briefing note will be sent to them nearer the event - if applicable.

1.6.2 Managing speakers

As soon as they agree to speak send them an official letter: 'thank you for agreeing to present...I am writing to confirm....' and cover the points mentioned in the phone call regarding their involvement and any financial issues. You should also let them know when you expect to receive their presentation by. You should also send them information such as hotels in the area, a map of the venue etc.

Get biographical details if you want to include them in the conference compendium – send them a form plus a deadline for returning it. They should also fill in a regular registration form (or you should fill one in on their behalf) so that they get logged on the database and therefore will have a badge printed and appear in the participants list.

Managing speakers takes time but is very important. Try to anticipate their queries; help them as much as you can before and during the event as often, speakers are actually doing you a favour. The better guided a speaker feels for the event, the more enthusiastic, professional and valuable his contribution will be.

Take some time to go through your speakers' presentations. See whether the presentation clearly covers the topic you would like; correct any spelling mistakes and make sure contact details are clearly identified. If you modify a presentation it is good to let the speaker see any changes before it goes to print.

Writing **a speaker briefing note is a useful tool [Annex 11]**. This should contain key information, such as detailed timings, who will be in the audience, what preparation you expect them to do, what time they should arrive, which rooms they need to be in and at what time.

Templates for presentations can be useful if you want to guide speakers closely in terms of the information they provide **[Annex 12]**.

Putting them in contact with other speakers, for example in the same workshop as them and e-mail them other presentations to be made during the day to help with their preparation.

Prepare **a reimbursement form** if you plan to cover their costs **[Annex 13]**.

Set them a deadline that allows you enough time to edit their presentation and have it printed for the delegate packs.

Reminder by phone and/ or e-mail 1-3 weeks before presentation is due.

Make sure that they are aware what equipment will be available for them (e.g. projector/ flip chart/ laser pointer).

If a speaker drops out remember to ask if they can recommend anyone else with similar expertise who may be interested.

It is a good idea to have all the speakers staying in the same hotel.

Leave information and welcome letter for speakers at their hotel.

1.7 Documents and promotional materials

1.7.1 Delegate pack

Begin by deciding what you would like to include in the delegate pack and then decide whether you have the capacity to print all the documents internally or whether you will need to find an external printing company. If you decide to use another organisation then it is worth getting quotes from several organisations before you decide on one. Whether you decide to have the printing done in-house or externally you should establish when the printer will need the documents by in order to have them ready in time for the event.

The printer should provide you with a proof for you to approve before they print all the other copies. Check the proof carefully (layout and format).

Delegate packs will usually include some of the following:

- Welcome letter;
- Agenda for the day;
- Information on the event (aims of the plenary and workshops);
- Any other project-related materials (e.g. a project leaflet);
- **List of participants [Annex 14];**
- List of participants per workshop;
- **Information on delegates/ Delegate compendium [Annex 15];**
- Print outs of presentations;
- **Feedback form [Annex 16];**
- **Query sheet [Annex 17];**
- Information on the local area;
- Information on sponsors/ partner organisations in running the event; and
- Information on your organisation/ other events you are running in the near future.

Get colleagues to proof read the contents of the delegate pack – more eyes = better quality.

1.7.2 Badges

It is a good idea to have badges for delegates, speakers and staff at an event to facilitate communication. Here are a number of points you will need to consider:

- Decide what information you want to appear on the badge.
- Will it be on blank paper? White/ coloured paper? Logo?
- Order badges and holders.
- Will there be colour coding for the type of organisation people are from/ workshop they are attending?
- Set up the query to run a merge from the database to get the necessary information onto the badges.
- Ensure that the delegate data has been proof read.
- You will print the badges a few days before the event but there will most likely be a few cancellations/ new registrations between then and the event – ensure that you have a system for ensuring that even the people who register late get a printed badge.

Once the badges are printed and in their holders, check them against the delegate registration forms to ensure that everyone has a badge (check that all the speakers and staff attending also have badges and check the spelling).

Make sure the font is large enough so that the delegate's name and organisation can be read at normal talking distance.

1.7.3 Other promotional materials

- Think about what your delegates will find useful (are they more likely to retain and appreciate a pocket mirror, a mug, mouse mat or a calendar?).
- Get some quotes (as a general rule, the more colours you use the greater the printing cost, and the greater the number you order, the lower the unit cost).
- Ensure that the design of promotional materials (e.g. pens) fits with the rest of the event in terms of the colours/ images/ text used.
- Ensure that the European Commissions promotional guidelines are adhered to when producing leaflets and other promotional materials.

Ensure that you see a final proof before all the items are produced.

Instructions concerning information and the visibility of the Programme are available in an Annex of the contractors agreement with the National Agency:
http://europa.eu.int/comm/dqs/education_culture/publ/graphics/agencies/progr_en.html

1.7.4 Event outputs

You will need to decide upon what outputs you would like at an early stage so that you can ensure that appropriate information is gathered on the day (e.g. arranging tape recording/ minute-taking to write a final report).

Outputs might take the form of:

- **A Final Report:** this document can provide a summary of the key information given during the event (during plenary sessions and workshops discussions);
- A short video highlighting the key presentations or topics raised;
- A list of recommendations drawn up as a result of the event, to be distributed to key policy-makers;
- The creation of a network (e.g. electronic platform) to exchange best practices on a specific subject.

1.8 Internal management

1.8.1 Responding to queries

In order to be able to respond effectively to potential and registered delegates it is important that one or a few people have responsibility for this and that they have an in-depth understanding of the event.

Identify one e-mail address, one phone number and one fax number to be used for communicating about the event. Indicate these in all correspondence.

Set a deadline for responding to queries (e.g. 24 hours).

Set up an electronic signature to be used at the bottom of e-mail correspondence for the event.

1.8.2 Managing staff

Timetable for the event – draw up a list of tasks, deadlines and assign responsibility. Circulate staff briefing note (ideally at a meeting) a few days before the event so that staff know when to turn up, where and what to do. Keep staff working closely and those not working so closely on the event informed and updated on what is happening.

1.8.3 Things to prepare a few days prior to the event

- Presentations (linking slides/ editing/ saving to disc);
- Posters/ signs for room doors;
- Name plates for speakers;
- Print several copies of the most up-to-date delegate list for use on the registration desk;
- Display materials about your own organisation;
- Note-taking forms for rapporteurs;
- Prepare delegate packs;
- Courier materials (delegate packs/ display materials) to venue
- Stationary bag (pens, blank badges, scissors, sellotape, paper, bluetack, drawing pins, stapler, hole punch, blank floppy discs and CD Roms, compliments slips, plastic document wallets);
- Your correspondence with the venue regarding the facilities and catering;
- Give the venue staff your mobile number so that they can contact you when you are no longer at your desk in the office;
- In addition to slides containing the presentations you should also have holding slides to link between the presentations;
- If you are organising a dinner you may want to set name plates at the table and draw up a seating plan.

Make sure you pack the most up-to-date delegate list, badges and presentations the day before the event.

1.8.4 Record keeping

There are a number of main topics that you will need to document:

- Financial expenditure;
- Speaker correspondence;
- Delegate correspondence;
- Exhibitor correspondence;
- Venue correspondence; and Production of publications/ promotional items.

You should set up files on the computer network, hard copy files and e-mail folders for each of the above.

Set up a procedure for recording, monitoring and authorising financial expenditure.

It is good to keep a few samples of the documents/ products you produced for the event for your future reference.

2 DURING THE EVENT

2.1 Before delegates arrive

All practical arrangements should be made before delegates and speakers arrive to the venue. An early start for the colleagues who will help you is therefore recommended.

2.1.1 *Brief your team*

First you need to brief your team. Though you will have given your team details on their tasks a few days before the event, you need to brief the team about their role and tasks.

Allow the team to familiarise themselves with the venue.

For large events, it is advisable to arrange a pre-visit to the venue for key staff members.

2.1.2 *Allocate team to roles and locations*

Second, allocate your team to their specific roles and locations.

Specific persons should be responsible for the following:

- To usher delegates (i.e. entrance, in between sessions);
- To man the reception desk (between 2-4 people depending on the number of delegates and the space available);
- To check workshop rooms (2 people);
- To check conference hall (1 person);
- To take care of keynote speakers and top table in the main hall ;
- To take care of the other speakers and of their workshop rooms;
- To meet with the technician and to go through all your needs (technical arrangements covering equipment, lighting, heating, music). This person should be on hand to liaise with the technician throughout the day in case any problems arise.
- To be responsible for presentations and to check that equipment works.

To give you an idea, a team of 10-12 people is necessary for 250 delegates and 3-4 for an event for 40 delegates.

A briefing note for staff [Annex 18] can be written so that all know about their role during the day.

2.1.3 *Checking rooms*

The following checks should be carried out:

Reception desk:

- Sort badges by alphabetical order;
- Set up the sign "Reception Desk"- ensure visibility;
- Have a few documents available on the desk (delegate lists, agendas);
- Stationary bags and any other items you may need to access can usually be placed under the desk; however, make sure the reception desk and the immediate area around it looks tidy and professional; and
- Ensure that people at the registration desk will be welcoming and informative to delegates.

All rooms:

- Hang room numbers/ names of specific sessions on doors;
- Set up the top table: install name badge, have water and glasses available;
- Check that equipment works (laptop, microphone, screen); and
- Check overall layout, seating and flower arrangements.

Main plenary room:

- Proceed as above. However, pay special attention to this room as delegates spent most of their day there.
- Make sure that the room is pleasant: check the overall layout, lighting and heating. Make sure the top table looks as professional and tidy as possible. Check and test a few times the equipment (if applicable with the technician).

2.1.4 Contact person of the venue

- Make sure the contact person of the venue is aware of your requirements;
- Go through catering/ break arrangements and timings; and
- Obtain details for any other housing rules (security, emergency procedures).

2.1.5 Speakers

Speakers should each be welcomed and taken care of during the day. Specific people should be identified to check the workshop rooms and equipment with them and to reassure them about their roles – this can be done early in the morning or during breaks.

A briefing note for speakers can be left on their top table; this should identify clearly the timing and role of the speakers during the session (i.e. role of chair, presenter, rapporteur).

2.2 Once the event is underway**2.2.1 You should be the main point of contact**

Remember that you should be the contact point - to respond and solve any problem which might arise during the day for:

- All delegates;
- Speakers and Keynote speaker in particular;
- Your team;
- Contact person of the venue (for room and catering) and any other staff (cloakroom, catering, technician) ;
- Any person with special needs (for dietary or access requirements); and
- Photographer/ cameraman.

2.2.2 Timing

Timing is a key priority as all arrangements have been made in advance (i.e. catering times etc). You should therefore ensure that the agenda is kept to its timing.

To ensure this:

- Tell the chairs of each session that they are responsible to keep to timings.
- Be aware that some of the session can overrun (e.g. if they precede a coffee break), but that others cannot (e.g. those before lunch).
- Usher delegates before the start of each session (after coffee/ lunch breaks).
- Identify one person responsible for timing in each room to indicate to the chair when sessions need to start and end. Tell the chair where you will sit - preferably at the back of the room, close to the door.
- If time is not kept you will have to rearrange the timings for catering. Warn the catering staff about delays as soon as you can.

2.2.3 Catering

- Ensure that delegates are helping themselves out;
- Make sure that dietary requirements are met. It is useful to have a list of named individuals with specific requests: at registration, tell them that they need to give their name to staff to obtain a specific meal during the lunch breaks.
- Use this time to check with delegates that all is fine and that they do not need any specific help (often you will end up eating after them all).
- For a buffet, signs should indicate the food items – vegetarian, fish, meat etc.
- For a seated meal, take the time for opening speeches. For a personal touch, plan a performance at the end of the meal.

3 AFTER THE EVENT

The events organisation process is often an exercise in building relationships. Good relationships between the organiser and the venue may result in beneficial offers for the future, such as possible discounts on future events. Throughout the event organisation process, the project team should work to create an open dialogue with all the parties involved, in order to ensure that the entire process runs smoothly.

Immediately following an event is the period of consolidation for the whole process. This is the point at which any incidentals are formally identified as part of the contingency budget. It is advisable to break-down the equipment at the event as efficiently as possible. As mentioned earlier, staff will be allocated specific tasks and it should therefore be clear who is responsible for ensuring the return of specific items (e.g. the company display stand, CDs used for background music, excess promotional materials etc).

Events provide the opportunity to augment existing mailing lists, provided the Data Protection Act is complied with. Data protection issues arise in that mailing lists should have express permission from candidates as how their data can be processed. To address this issue, your documentation (e.g. feedback forms/ query sheets) should always include tick box options with questions such as:
Would you like to be informed about our project activities in the future?
Would you like to be informed of similar future events?

In this way you can take advantage of the opportunity to find out if your potential 'audience' would like to be informed of forthcoming events. They should therefore be encouraged to tick this option on the feedback form.

Some of the following points (e.g. feedback analysis, presentations) can also be useful to include in a report to the client, should a summary of the event and its financial costing be required.

Immediate follow up activities include: replying to query sheets; adding people on the mailing list; analysing the feedback given on feedback forms.

3.1.1 *Thank you notes to speakers*

It is very important that all the external presenters (and other key members of staff) receive a letter of thanks - see [Thank you letter to speakers \[Annex 19\]](#). A great deal of effort goes into creating and presenting a presentation, or workshop, and it is both good practice and common courtesy to show appreciation for their efforts, as you may need to call on their services for future events. Such courtesy helps the presenter remember the event and possibly makes them more willing to engage with your organisation in the future.

During the event it may be useful to make notes on how the speakers performed so that you can provide useful feedback to them. The feedback style employed depends on the relationship in general, and could be done formally or informally. Essentially, feedback should be a two-way process, and speakers should be encouraged to voice their opinion and observations about the whole event to give them some sense of ownership as well as to make them feel valued and keen to work with your organisation again in the future.

3.1.2 Media Round-off

Engaging the media to promote your project and event can be a cost effective way to disseminate information whilst exploring potential avenues for valorisation.

Once the event is over it can be beneficial to initiate post communication with the media contact to thank them for the coverage, and discuss the impact of the event. Any follow-up news could lead to additional coverage.

It's advisable to build good contacts with the media as it could be useful for future events.

3.1.3 Email delegates

An email should be sent out to delegates informing them of the 'next steps' to be taken as a result of the event. Ideally, the email will include the web link to where they will be able to find materials related to the event, and perhaps information such as further contact details for networking opportunities. This email should also include a further opportunity for them to provide feedback.

3.1.4 Email DNAs – Delegates that 'did not attend'

People who were unable to attend but requested further information; as well as those that cancelled should be sent an email based on the message sent to delegates. This correspondence should provide a summary of the event, its purpose, and location details to where they can find information and conference documentation.

Obviously this will omit the feedback option, but depending on the number of people to which the communication is circulated, it may be worth setting up an immediate response system to find out if they want to be kept informed of further developments/ similar events. This is a method which would not require too much effort on their part, and a link to a registration page to record their contact details could be generated upon their reply. This should also include the option to unsubscribe from receiving information. An emailing application and database facility will need to be in place to support such an automated function.

3.2 Feedback

It is advisable to use feedback, from the delegates and the venue, to inform event organisation processes. Straight after the event it is a good idea to arrange a staff debrief and get together with colleagues involved in the event organisation to make a list of what worked well or did not work, and keep this for future reference. It can be easy to forget the pros and cons of organising the event, particularly if it is not something which is done on a regular basis.

It is good practice to include feedback/ query sheets in the delegate packs compiled for the event, as client needs and constructive criticism are important to inform the organisation process for future events. This assists continuous improvement in systems and processes, and also provides the valuable opportunity to analyse the collective 'mood' and level of satisfaction of the audience on the day - see [Analysis of feedback template \[Annex 20\]](#).

Use the feedback to improve your organisational process: list suggestions for improvement for future events.

3.3 Query sheets

The opportunity to pose questions should be available to all participants. Queries could relate to future events, the subject of the event, or further company information for example. Response to queries should be timely and in writing, inviting the enquirer to contact your organisation should further information be required. Again this is an important element in building relationships/ networks.

Reply to delegates' queries as early as possible.

3.4 Presentations

It is always advisable to make available on the website all the PowerPoint presentations which have been presented on the day for those who were unable to attend but would like to view the subject matter. It is good practice to make a contact list of people who request hard copies and send out delegate packs.

Publish the results of your event to the widest audience as possible: uploading the materials and presentations from your event onto your website can help you to do this.

3.5 Feedback to the venue

Contact the management team at the venue with whom you liaised throughout the event to bring the process to a close. Some organisations circulate feedback forms. Prompt completion of these can help to create good communication channels between the two organisations.

3.6 Report on the event to client (if appropriate)

Depending on the size of the event and the parties involved, contracts involving event organisation can include the requirement for a Final Report. The report could record the agenda, presentations, speaker biographies, and actual financial expenditure, for example- [see Example of report \(contents page\) \[Annex 21\]](#).

Write a concise and detailed Final Report, using the analysis of your feedback forms, summarising the types of countries or organisations involved and outlining the final results.

3.7 Internal Management

3.7.1 *Financial Expenditure*

Every event must be achieved within a specified budget. Throughout the process, close scrutiny should be given to the finances; and updated as services are agreed – the costs for an interpreter or camera person for example, should be shown in the budget as soon as the contract is agreed with the provider. However unexpected costs can arise, so this should be accommodated for within a contingency budget.

Should queries arise concerning the costs related to facility hire, ensure that a competent person, who is fully knowledgeable about the event organisation process, opens negotiations with the party representing the venue. It is advisable to conduct such meetings with a colleague.

3.7.2 *Update website*

Updating the company/ project website with a summary of the event after it has happened provides further insight for those who were not able to attend, and keeps them informed of the next steps the organisation intends to take. Materials such as the compendium, biographies of speakers, translations (if applicable), and depending on the technological capacity, video clips/ pod casts of presentations should be made available.

3.7.3 *Staff debrief meeting*

To round off the event organisation process it is common practice to debrief all staff involved. As described earlier, staff will be allocated specific roles and activities and will concentrate on these at the event. Although staff will communicate with each other throughout the process, the 'debrief' is an important activity as it provides the opportunity to present an insight into the complete process, a first collective look at feedback received and the 'next steps' to be taken.

Organise a team debriefing session to identify what worked best – and less well.

ANNEXES -

The following provides information on the annexes:

Annexes	Templates
1	Event briefing note
2	Sample agendas
3	Catering directions to venue
4	Media Contact list
5	Panel Member briefing note
6	Beneficiary briefing note
7	Reporter's briefing note
8	Sample invitations
9	Booking form
10	Exhibition briefing note
11	Speaker briefing notes
12	Speaker presentation template
13	Reimbursement form
14	List of participants
15	Information on delegates (for delegate compendium)
16	Feedback form
17	Query sheet
18	Staff briefing note
19	Thank you letter to speakers
20	Analysis of feedback template
21	Example of report to client (contents page)

Quality in Training – An Insight into Self-Assessment

Networking and exchange of best practice for VET professionals

What is self-assessment?

This seminar will focus on self-assessment at institutional level, specifically by vocational education and training providers as defined by CEDEFOP:

“Self-assessment is understood to be any process or methodology carried out by a VET institution under its own responsibility, to evaluate the institution’s performance or position in relation to two dimensions: an internal dimension that covers services, internal staff, beneficiaries or clients, policy and/or internal organisation, project of development, etc. and an external dimension that covers analysis of the educational offer of this institution in comparison with other”¹

Purpose of the Seminar

The Seminar will showcase European initiatives in the field of self-assessment for VET providers. By bringing together Leonardo projects in the field with policy makers, researchers, representatives from national bodies responsible for quality assurance and VET institutions themselves, the seminar aims to provide a forum for the exchange of self-assessment best practice on how to plan, conduct and follow-up self-assessment in VET institutions. This exchange should in turn impact upon practice at national and institutional level and possibly lead to the development of more Leonardo projects in the future that address the need for self-assessment tools and methods.

Format of the Seminar

The seminar will be held in Rome and will run on 25 November. The seminar on the 25th will be comprised of both plenary and workshop sessions.

Content of the Seminar

The plenary sessions will be presentations by experts on the European level perspective on self-assessment in VET institutions and also the experience at national level exemplified by case studies from two countries.

Delegates will have a choice of attending 1 workshop from a choice of 3 focusing different aspects of the self assessment process.

- **Workshop 1: Strategic planning** - how to initiate self-assessment practices in VET institutions, what and how to plan and how to create a self-assessment culture.
- **Workshop 2: Tools methodologies and indicators** – what you need to conduct a self-assessment, comparing the tools and methods currently available and suggesting how they could be improved and how to construct indicators.
- **Workshop 3: Follow-up** – what to do with self-assessment data once it is gathered, how to use it as the basis for planning (for example, target-setting), implementing and monitoring organisational change in VET provision.

Who Should Attend?

The event is intended as an opportunity for people working on Leonardo projects dealing with the development of quality assurance, and in particular self-assessment, tools and methods to network with people from VET institutions, ministries, national bodies with a role in quality assurance and researchers with an interest in self-assessment at the level of VET institutions. There will be around 60 delegates representing these different groups.

Self-assessment and the Leonardo da Vinci Programme

Leonardo da Vinci is a European Community programme which aims to support national training strategies through funding a range of transnational partnership projects aimed at improving quality, fostering innovation and promoting the European dimension in vocational training. One way in Leonardo projects can do this is through developing quality assurance tools, methods and approaches. The 2005-2006 Leonardo Call for proposals outlines the Commission’s priority areas for projects to respond to contains a priority dedicated to ‘Developing the quality of VET systems and practices’. The Leonardo da Vinci programme provides an opportunity to develop tools and methods to improve the standard of self-assessment tools and methods available to VET institutions which will in turn improve the quality of VET provision in the 31 participating countries.

¹ XXXXX

ANNEX 1 – Event Briefing Note – II

Proposal for the Turkey Contact Seminar, Antalya, 2-3 June 2005

Title of Seminar

Leonardo da Vinci Contact Seminar: How to Form a Good Partnership with Turkey

Date

2 and 3 June 2005

Location

Antalya, Turkey

Duration

2 June

Afternoon: Introduction to the seminar
Introduction to the Leonardo programme
Introduction of all the delegates through the activities and workshop
Evening: Reception and evening entertainment

3 June

All day: Networking sessions and presentations and workshops

Target Groups and Number of Participants

Target groups include:

- Project promoters – mainly interested in providing their expertise and experience,
- Partners in the Leonardo programme without leading experience,
- Failed applicants from previous Calls,
- Organisations which are interested in, but have not applied for, the Leonardo programme (e.g. organisations submitted Project Outline Forms in the UK with project ideas),
- Leonardo NAs, and
- The Commission representative as a speaker.

Number of Participants and costs

- Max. 150 people (50 from Turkey, 25 each from the Netherlands, Norway, Poland and the UK)
- Each NA will contribute 10,000 Euros.
- Financial assistance on travel and subsistence depends on the venue costs.

Total	National Agencies/Com	Leonardo Promoters	Leonardo Partners	Failed Applicants	Interested Organisations
150	19 (6 from Turkey NA, 3 each from other NAs and a speaker from the Commission)	8 (2 each from NO, NL, PL, UK)	30 (6 each from five NAs)	43 (8-9 each from five NAs)	50 (new organisations interested in Leonardo)

Venue

- Suggestions need to be made by the Turkish NA on the potential venue for the seminar, for the reception/the afternoon session on 2nd and for the seminar on 3rd.
- The Turkish and UK NAs will be responsible for the logistics of the event.

ANNEX 1 – Event Briefing Note – II

- For the evening reception, entertainment will be provided to create an atmosphere that reflects the European nature of the Leonardo da Vinci programme. The reception will provide an informal networking opportunity amongst delegates and a number of short speeches will set the reception in context.

Objectives of Seminar

The seminar would mark the end of the Second Period of the Leonardo programme and would also allow promoters to set up new partnerships for the new lifelong learning programme. The seminar will enable delegates to network as well as to exchange ideas, information and best practice in setting up new partnerships with organisations in the participating countries.

Tasks

- The Turkish and UK NAs will be the main co-ordinating organisations.
- The Norwegian, Dutch and Polish NAs will be the supporting NAs in the organisation of the seminar.
- The UK NA will be responsible for managing and monitoring all the activities related to the seminar, including carrying out secretariat duties, liaising with the supporting NAs, organising meetings to discuss the seminar, and managing the seminar budget.

The tasks will be distributed as follows:

TASKS	TR	UK	NO/NL/PL
Organising pre-meeting for the Seminar Team (including experts & chairs)		✓	
Circulating a list of accommodation to delegates	✓	✓	✓
Providing suggestions for venues where the Reception can be held	✓		
Booking venues, and organising the reception and the seminar	✓		
Collecting the data from the participants for the directory	✓	✓	✓
Assembling the data for the directory to be circulated before the event		✓	
Grouping organisations with similar interest		✓	
Confirming the proposed groups for the seminar	✓	✓	✓
Circulating the directory to the participants prior to the event	✓	✓	✓
Preparing the seminar folder and materials (agenda, one-page information on each of the participating country's Vocational Education and Training system, evaluation form, delegate list with possible grouping, project information, badges, ushers etc.)	✓	✓	
Preparing Seminar Agenda	✓	✓	✓
Identifying and contacting 'Plenary Session' speakers (Commission representative and a promoter)	✓	✓	✓
Preparing Workshop Materials	✓	✓	✓
Identifying Chairs and Rapporteurs for the workshops	✓	✓	✓
Writing a brief for Chairs & Rapporteurs	✓	✓	✓
Finalising Seminar Delegates	✓	✓	
Conducting seminar registration	✓		
Preparation and dispatch of Seminar Invitations and confirmation letters	✓	✓	✓
Receiving & responding to information requests from delegates	✓	✓	✓
Prepare the Final report			✓
Publicising the seminar and its results via websites in each NAs	✓	✓	✓

ANNEX 1 – Event Briefing Note – II

Suggested Draft Agenda

2 June

Afternoon Session:

13:00 – 13:15 Welcome and introduction to the aims and objectives of the seminar

13:15 – 13:30 Leonardo Programme video (produced by the Turkey NA)

13:30 – 14:45 Introduction to the Leonardo Programme

- Overview
- Procedure A
- Procedure B

N.B. This slot will be delivered by three people and each presentation will be followed by Question and Answer sessions.

14:45 – 15:00 Introduction to the seminar delegates: get to know each other
- Including a game exercise during the coffee break

15:00 – 15:30 Coffee break and exercise

15:30 – 16:30 Working Group: Get to know each other continued
- Grouping by suggested sub groups according to the directory/expression of interest prior to the seminar

Evening Reception:

20:00 Welcome Evening Drink and Dinner including:
- Opening speech by the Turkish Ministry of Education and British Ambassador in Turkey
- Post-dinner attraction

3 June - Morning Session

07:30 - 09:00 Breakfast

09:30 – 10:00 A presentation on new generation of Programmes (the Commission representative)

10:00 – 10:30 Two presentations on working with partners in Turkey – a promoter's perspective
- Procedure A
- Procedure B

10.30 – 11.00 Coffee break

11:00 – 12:30 Networking session and Pararel Workshops (optional)
- How to prepare a good Leonardo Procedure A application
- How to prepare a good Leonardo Procedure B application
- How to find good partners and how to manage a partnership

12:30 – 14:00 Networking Lunch

Afternoon Session:

14:00 – 15:30 Networking session and Pararel Workshops (optional)
- How to prepare a good Leonardo Procedure A application
- How to prepare a good Leonardo Procedure B application
- How to find good partners and how to manage a partnership

15.30 – 16.00 Coffee break

ANNEX 1 – Event Briefing Note – II

16:00 – 16:45 Plenary session including feedback from each workshops and future actions

16:45 – 17:00 Closing Statement

Seminar and Workshop Format

- The delegates will be able to network throughout the event except at the plenary sessions. The workshops are optional for people who have some spare time during the seminar.
- There will be a desk and laptop for each participating NA which will enable delegates in the relevant participating country to demonstrate their products or marketing materials electronically. Each NA could also display sample products from their projects.
- Each delegate will have a badge with the name, organisation and country. They will also be given a number for other delegates to remember their names easily. These numbers will correspond to the numbers in the delegates list.
- There will be plenty of small tables (possibly 30) and chairs for the delegates to network and exchange and discuss ideas. Each table will be marked in alphabet for booking purposes.
- The workshops will be run twice to enable the participants to attend more than one workshop.
- The contents for the workshop on the partners need to cater for both Mobility and Pilot projects
- Each of the workshops will have a panel consisting of: a chair and a rapporteur who will report back to the plenary sessions.
- Chairs and rapporteurs of the workshops will be sought from the participating NAs. They will be briefed to facilitate discussions during workshops and to draw up key points to be forwarded to the plenary sessions.
- The delegates will be asked to complete a feedback sheet which includes a question whether they have identified any organisation whom they may want to form a partnership with.



Quality in Training – Policy in Action

Experience and results from Leonardo da Vinci projects



AGENDA - 17 FEBRUARY 2004

SESSION	TITLE	PRESENTER(S)	TIME	VENUE
	Registration and Exhibition		08:30 - 09:45	Hall 8
Morning (i)	Welcome and Introduction to the Thematic Group 3 Conference	P. Randall , Head of the Leonardo UK National Agency, Department for Work and Pensions/ Department for Education and Skills K. Levent Egriboz , Director, Leonardo UK National Agency, Procedure B, Ecotec Research & Consulting Ltd	09:45 – 10.00	Hall 5
Morning (ii)	Introduction to Thematic Work	A. Copette , Head of Unit, Application and Dissemination of Innovation, European Commission	10.00 – 10.30	Hall 5
Morning (iii)	Quality of Training	K. Levent Egriboz , Director, Leonardo UK National Agency, Procedure B, Ecotec Research & Consulting Ltd	10.30 - 11.00	Hall 5
	Coffee Break and Exhibition		11.00 – 11.20	Hall 8
Workshop (1)	Creating training programmes relevant to the labour market	Chair: K. Fahle, Leonardo National Agency, Germany Expert: P. Irving, Ecotec Research & Consulting Ltd Discussion Promoter: D. Birchall, Henley Management College, UK Discussion Conclusions	11.30 – 11.35 11.35 – 11.50 11.50 – 12.20 12.20 – 12.35 12.35 – 13.05 13.05 – 13.15	Hall 5
Workshop (2)	Creating flexible training content and delivery mechanisms relevant to learners' needs	Chair: P. Guest, TAO - Socrates, Leonardo & Youth Expert: A. McCoshan, Leonardo UK National Agency, Ecotec Research & Consulting Ltd Discussion Promoter: R. Mazzeo, International Centre for the Study of the Preservation and Restoration of Cultural Property, Italy Discussion Conclusions	11.30 – 11.35 11.35 – 11.50 11.50 – 12.20 12.20 – 12.35 12.35 – 13.05 13.05 – 13.15	Hall 6
Workshop (3)	Developing and managing innovative Leonardo partnerships	Chair: J. Mullin, Leargas, Leonardo National Agency, Ireland Expert: H. Sheikh, Interesource Group Limited Discussion Promoter: C. Bergquist, Kalmar Maritime Academy, Sweden Discussion Conclusions	11.30 – 11.35 11.35 – 11.50 11.50 – 12.20 12.20 – 12.35 12.35 – 13.05 13.05 – 13.15	Hall 7a
Workshop (4)	Quality of training and assessment methods, including self-assessment	Chair: P. Randall, Head of the Leonardo UK National Agency Expert: F. Oliveira-Reis, Vocational Training, European Commission Discussion Promoter: K. Czabanowska, Jagiellonian University, Poland Discussion Conclusions	11.30 – 11.35 11.35 – 11.50 11.50 – 12.20 12.20 – 12.35 12.35 – 13.05 13.05 – 13.15	Hall 7b
	Networking Lunch and Exhibition		13.15 – 14:30	Hall 8
Afternoon (i)	Valorisation and Thematic Monitoring	J. Jauniaux , Application and Dissemination of Innovation, European Commission	14.30 – 14.45	Hall 5
Afternoon (ii)	Experience and Results from a Leonardo Project	Promoter: S. Tabakov, London Kings' College, UK Beneficiaries: T. Wehrle, S. Riches, King's College Hospital, London Questions and Answers	14.45 – 14.55 14.55 – 15.05 15.05 – 15.15	Hall 5
Afternoon (iii)	Conclusions from Workshops	Workshop (1): J. Coufalik, Leonardo National Agency, Czech Republic Workshop (2): S. Balduini, Leonardo National Agency, Italy Workshop (3): A. Burgess, Leonardo National Agency, Ireland Workshop (4): H. Grönlund, Leonardo National Agency, Sweden	15.15 – 15.35	Hall 5
Afternoon (iv)		Questions and Answers	15.35 – 16.00	Hall 5
Afternoon (v)	Close of Conference	P. Randall , Head of the Leonardo UK National Agency, Department for Work and Pensions/ Department for Education and Skills K. Levent Egriboz , Director, Leonardo UK National Agency, Procedure B, Ecotec Research & Consulting Ltd	16.00 – 16.10	Hall 5



**LEONARDO DA VINCI PHASE II
2005-2006 Call**

Information Event for Procedure B and C

9 May 2005, Birmingham City Council House, Victoria Square

13:00	Registration and Exhibition
14:00	Welcome and Introduction
14:05	Overview of the Leonardo Programme
14:40	Summary of Procedure B (Pilot Projects, Language Competences, Transnational Networks) and C projects (Reference Materials, Thematic Actions, European organisations)
15:10	Question and Answer session
15:15	Tea/Coffee break
15:35	How to prepare a good quality application
16:20	Question and Answer session
16:30	Participating in Leonardo - A promoter's guide
16:50	Question and Answer session
17:00	Close



**LEONARDO DA VINCI PHASE II
2005-2006 Call**

Information Event for Procedures B and C

Thursday 26 May 2005

**British Council, 10 Spring Gardens, London
The Prince of Wales Suite**

09:15 Registration

Breakfast buffet	x	55	@	£3.50	=	£192.50
Tea/Coffee + biscuits	x	45	@	£0.60	=	£27.00
Water/OJ	x	40	@	£0.90	=	£36.00
TOTAL					=	£255.50

10:00 Welcome and Introduction

10:05 Overview of the Leonardo Programme

10:40 Summary of Procedure B (Pilot Projects, Language Competences, Transnational Networks)
and C projects (Reference Materials, Thematic Actions, European organisations)

11:10 Question and Answer session

11:15 Tea/Coffee break

Afternoon Tea	x	65	@	£4.00	=	£260
Water/OJ	x	90	@	£0.90	=	£81.00
Tea/Coffee + biscuits	x	40	@	£0.60	=	£30.00
TOTAL					=	£371.00

11:35 How to prepare a good quality application

12:35 Participating in Leonardo - A promoter's guide

12:55 Question and Answer session

13:00 Close

Approx £626.5= €906

ANNEX 4 – Media Contact List

Publication & lead time	Circulation	Contact Name/ Organisation	Position	Tel/ Fax	Address	Email/ Website
Leonardo News UK - European Vocational Training Bi-annual publication; lead time:	European-wide	Ecotec (Procedure B – Pilot projects, transnational networks, language competences)		T) +44(0)121 616 3770 F) +44 (0)121 616 3779	Leonardo UK National Agency, ECOTEC Research & Consulting Ltd, 12–26 Albert Street, Birmingham B4 7UD	leonardo@ecotec.com www.leonardo.org.uk
		British Council (Procedure A – Mobility)		T) +44 (0)20 7389 4389 F) +44 (0)20 7389 4426	Leonardo and Europass Unit British Council 10 Spring Gardens London SW1A 2BN	leonardo@britishcouncil.org www.leonardo.org.uk
		Joint International Unit (Procedure C – Reference Materials and Joint Actions)		T) +44 (0)207 340 4493 F) +44 (0)207 7340 4472		
<i>Publication 2</i>	XXX	XXX	XXX	XXX	XXX	XXX
<i>Publication 3 etc</i>	XXX	XXX	XXX	XXX	XXX	XXX

ANNEX 5 – Panel Member Briefing Note



(Conference Title)

Thank you for agreeing to be interviewed as part of this event. The following information provides the context of the event and a brief summary of the interview procedure. As discussed, you will be called for interview during the lunch break and you will be escorted to the room by a member of the conference team. The team member will be introduced to you prior to the start of the event and you will be shown to the room so that you have the opportunity to familiarise yourself with the surroundings. The interview will take no longer than 20 minutes (including sound checks).

Purpose of the Event

The XX Conference is the final stage of the XX pilot project and provides the opportunity to launch the XX products. The project had a duration of 3 years, and aimed to XXX.

The project (funded by the Leonardo UK National Agency) involves partner organisations from 5 countries (list countries involved) and developed out of a need analysis conducted amongst the target group (brief description of target group).

250 people have been invited to the event, and 214 have confirmed attendance. The Conference also provides the opportunity for delegates to network.

Background information

XX newspaper is a national newspaper which boasts a readership of 80,000 people. The article will be a main feature of the paper, and the interview will last for 15-20 minutes.

The reporter is XX who has 15 years experience, and will be interested to know about your experience in local government and your expertise about the sector; your perception about the product, what this development means for the sector, and the potential for transferability to other sectors.

They are aware of your interview experience (BBC News 24, Radio 4 and Sky News). Please note that follow-up interviews may be requested.

The interview will take place during the lunch break in a room off the exhibition hall (H17). A brief sound level check will be conducted before the interview proper.

ANNEX 6 - Beneficiary Briefing Note



(Conference Title)

Thank you for agreeing to be interviewed as part of this event. The following information provides the context of the event and a brief summary of the interview procedure. As discussed, you will be called for interview during the lunch break and you will be escorted to the room by a member of the conference team. The team member will be introduced to you prior to the start of the event and you will be shown to the room so that you have the opportunity to familiarise yourself with the surroundings. The interview will take no longer than 20 minutes (including sound checks).

Purpose of the Event

The XX Conference is the final stage of the XX pilot project and provides the opportunity to launch the XX products. The project had a duration of 3 years, and aimed to XXX.

The project (funded by the Leonardo UK National Agency) involves partner organisations from 5 countries (list countries involved) and developed out of a need analysis conducted amongst the target group (brief description of target group).

250 people have been invited to the event, and 214 have confirmed attendance. The Conference also provides the opportunity for delegates to network.

Background information

XX newspaper is a national newspaper which boasts a readership of 80,000 people. The article will be a main feature of the paper, and the interview will last for 15-20 minutes.

The reporter is XX who has 15 years experience, and will be interested in reporting on how you became involved in the project, what it means to your organisation, your input to product development etc. The interview will provide the opportunity to talk about your involvement in the project, the impact on the target group, and your future plans for the utilisation of the products.

Please note that follow-up interviews may be requested.

The interview will take place during the lunch break in a room off the exhibition hall (H17). A brief sound level check will be conducted before the interview proper.



(Conference Title)

Thank you for agreeing to cover the event. The following synopsis provides the context of the event and a brief summary of the interviewees.

Purpose of the Event

The XX Conference is the final stage of the XX pilot project and provides the opportunity to launch the XX products (provide name/ description e.g. diagnostic database and interactive training tool). The project had a duration of 3 years, and aimed to XXX. The project (funded by the Leonardo UK National Agency) involves partner organisations from 5 countries (list countries involved) and developed out of a need analysis conducted amongst the target group (brief description of target group). 250 people have been invited to the event, and 214 have confirmed attendance. The Conference also provides the opportunity for delegates to network.

Person specifications – Beneficiary:

XX became involved in the project during the testing phase. He is a lecturer by profession and can speak first hand about the impact of the products. He has also been involved in focus groups and evaluation following the testing phase and has expressed an interest in utilising the product on a wider scale once the project has finished. He is experienced in giving interviews, is very knowledgeable, and is comfortable in an interview setting whether it is radio, television or for print media.

Panel Member

XX was asked to be a panel member based upon their long experience (17 years) in local government. XX will be able to talk about the product in detail, what this development means for the sector, and the potential for transferability to other sectors. Again XX is very professional and experienced at giving interviews, and in the past has been interviewed by BBC News 24, Radio 4 and Sky News.

Brief Agenda for the day

- 10:00** Registration
- 10:30** Welcome and Introduction to the Conference
- 11:00** Project Overview
- 12:30** Lunch
- 14:00** Speaker 1 – Product Demonstration (inc. Q& A Session)
- 14:30** Tea/Coffee break
- 14:45** Speaker 2 – Project Beneficiary
- 15:15** Panel Question and Answer session
- 16:00** Close

Duration of Interview

We have set aside time during the event for the interviews to take place (during the lunch break). You will be escorted to the room by a member of the conference team. The team member will be introduced to you prior to the start of the event and you will be shown to the room when you arrive so that you have the opportunity to familiarise yourself with the surroundings and set-up your equipment. You will be able to interview the delegates in a room off the exhibition hall (H17). The interview should last no longer than 20 minutes.

Quality in Training – Policy in Action

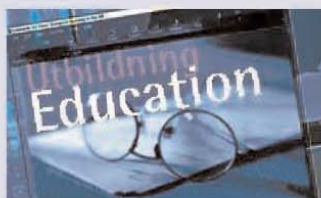
Experience and results from Leonardo da Vinci projects
16-17 February 2004, Birmingham, UK



Welcome

Leonardo da Vinci is a European Community Action Programme which aims to support national training strategies through funding transnational partnership projects aimed at improving quality, fostering innovation and promoting the European dimension in vocational education and training.

The conference will focus on a specific priority theme of the European Commission entitled "Quality of training - Adaptation of the training supply and new training methods". The conference will bring together a wide range of organisations from the 31 participating countries, ranging from project promoters to decision-makers within educational and professional institutions at local, regional, national and European level.



The conference aims to:

- improve the exchange of information between Leonardo projects across the participating countries;
- allow for the sharing of experiences and results with reference to national and European vocational education and training structures; and
- discuss quality in training and highlight the contribution of Leonardo projects to both policy and practice.

Presentations will broaden the insight of participants into the experiences gained through the Leonardo Programme, and highlight key results in the field of quality. Keynote speakers will include representatives from the European Commission and other authorities in the field of vocational education and training.

Additionally, delegates will have the opportunity to examine relevant issues in depth in one of the four workshops. The content of these workshops reflect specific themes within the wider context of Quality in Training.

Delegates will also have the opportunity to network, to meet project promoters and to view innovative products at the exhibition which will form part of the event.

The conference "Quality in Training - Policy in Action" will provide a unique opportunity to exchange expertise and raise awareness of the potential impact of Leonardo da Vinci projects results on the issue of quality in training.

Conference Invitation



Quality in Training – Policy in Action

Experience and results from Leonardo da Vinci projects

On behalf of the European Commission and the participating Leonardo da Vinci National Agencies, the UK National Agency is pleased to invite you to a conference on quality in training to be held on 17 February 2004 at the International Convention Centre (ICC) in Birmingham, UK.

This event will be preceded by an evening reception on 16 February 2004 at the Banqueting Suite, Birmingham City Council House.

Organisations contributing to the funding of the conference: European Commission, Joint International Unit (DIES/DWP) (UK), ISFOL (Italy), Birmingham City Council (UK), Leargas (Ireland), Finnish National Board of Education (Finland), CIRIUS (Denmark), Internationella Programkontoret for Utbildningsomradet (Sweden)

Participating organisations include:



Agenda



Day 1

Day 2

February 2004

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

Monday 16 February 2004
Evening reception at
Birmingham City Council

- 19:00 Registration and drinks
- 19:15 Welcome from the Lord Mayor and Leonardo National Agencies
- 19:30 Supper and show

Tuesday 17 February 2004
Conference at the International
Convention Centre (ICC)

- 09:00 Reception and coffee
- 10:00 Welcome and Introduction to Thematic Work
- 10:30 Quality of training
- 11:00 Coffee break
- 11:15 Workshops - Policy in Action
 - 1. Creating training programmes relevant to the labour market
 - 2. Creating flexible training content and delivery mechanisms relevant to learners' needs

- 3. Developing and managing innovative Leonardo partnerships
- 4. Quality of training and assessment methods, including self-assessment

- 13:15 Networking lunch
- 14:30 Projects' presentations
- 15:10 Conclusions from workshops
- 16:00 Close of conference

Workshops

Workshop 1

Creating training programmes relevant to the labour market
Workshop 1 focuses on the significant changes taking place throughout Europe, in most economic sectors, which highlight the growing gap between the needs of employers and the supply of appropriately qualified and experienced labour.



Workshop 2

Creating flexible training content and delivery mechanisms relevant to learners' needs
This workshop considers the ways in which vocational training must respond to changes in the labour market, by adapting training methods and approaches to the needs of learners.



Workshop 3

Developing and managing innovative Leonardo partnerships
Leonardo partnerships are dynamic and complex structures involving a wide range of institutions and organisations. The purpose of this workshop is to consider the value of innovative partnerships, and to examine management methods and practices at both national and transnational levels.

Workshop 4

Quality of training and assessment methods, including self-assessment
Workshop 4 concentrates on self-assessment and quality assurance mechanisms across various sectors and countries. It also explores methodologies currently being developed for the assessment, assurance and improvement of quality.

How to get there

From New Street Station

The Banqueting Suite Birmingham City Council House

Victoria Square
Exit the station, via the escalators, onto New Street. Continue along to the end of New Street where you will arrive at Victoria Square, facing the Council House.

International Convention Centre (ICC)

Broad Street
The ICC is a 20 minute walk from Birmingham New Street Station and is signposted. Exit the station, via the ramp, onto New Street. Turn left at the bottom of the ramp and walk up New Street to Victoria Square which is on your right. Cross Victoria Square, following the signposts for Paradise Forum, Convention Centre and National Indoor Arena.



Continue straight on towards the Central Library - Paradise Forum is just to the left of the Library. Walk through the Forum and exit over the footbridge into Centenary Square, passing the Hall of Memory. Continue straight on towards the ICC and the entrance is ahead.

From Birmingham International Airport

SkyRail service runs between the Airport terminals and the International Train Station. A direct train service then connects the International Train Station with New Street. The 900 Airport Link bus operates between the airport and Birmingham city centre.



For further information and location maps for both venues please contact the Events Team or consult
<http://www.birmingham.gov.uk/banquetingsuite.bcc>
and
<http://www.theicc.co.uk/home/>



INVITATION: LEONARDO DA VINCI THEMATIC SEMINAR

25 November 2005

Jolly Hotel "Leonardo da Vinci", Via dei Gracchi, 324, Rome, Italy

QUALITY IN TRAINING: AN INSIGHT INTO SELF-ASSESSMENT - LINKING POLICY TO PRACTICE

Dear Sir/ Madam,

In line with thematic¹ activities within the Leonardo Da Vinci programme, the Italian and UK Leonardo National Agencies, in cooperation with the National Agencies from the Czech Republic, Denmark, Finland, Greece, Ireland, Malta, Slovenia, Sweden and Turkey, and the Brussels Technical Assistance Office, will organise a one-day seminar under the auspices of Thematic Group 3 (Quality of Training), in which the European Commission will participate.

The seminar, entitled "**Quality in Training: An Insight into Self Assessment – Linking Policy to Practice**" will be held in central **Rome** on **Friday 25 November 2005**.

The Seminar aims to explore the use of the self assessment² method as part of a quality assurance strategy. It will provide a platform for discussion and exchange of expertise by bringing together relevant Leonardo da Vinci projects with policy makers, researchers, national quality assurance bodies and VET institutions. This exchange should, in turn, impact upon practices at national and institutional level which address the need for self-assessment tools and methodology.

With the support of your Leonardo National Agency, we are pleased to invite you to this Thematic Seminar, which will take place at the Jolly Hotel "Leonardo da Vinci", via dei Gracchi 324, Rome.

A draft agenda for the Thematic Seminar is enclosed with this invitation (please see Annex 1).

Logistics

Please note that the working language of the Seminar will be English (no interpretation will be provided).

¹ Thematic activities refer to Thematic Monitoring, an initiative which was launched in 2002 by the European Commission for project activities carried out under the Leonardo da Vinci programme. Its aims are to strengthen the exchange of experience and the networking between projects, practitioners and decision-makers.

² In this context, self-assessment refers to activities undertaken by vocational education and training institutions as part of their quality assurance strategy to evaluate, for example, staff, beneficiaries, policy or internal organization.



There is no fee for attending this event; lunch and coffee will be provided, free of charge, during the seminar.

All delegates are responsible for making their own travel and accommodation arrangements.

No funding is available for attending the event; participants have to cover their own travel and subsistence costs.

For current Leonardo project promoters, costs related to this Thematic Seminar can be charged under Travel & Subsistence of the Leonardo project budget, in accordance with the rules in the Leonardo Administrative and Financial Handbook.

Registration

To confirm your participation please complete and return the attached registration form (see Annex 2) by **24 October 2005** at the latest, either by fax or by e-mail to the Leonardo UK National Agency (fax: +44 (0)121 616 3779 / e-mail: leonardo.events@ecotec.com).

Once you have registered, you will receive confirmation of your attendance by email, including additional information about hotels near to the venue.

Should you, as promoter of the project, not be available to attend this meeting, we kindly request that you propose one of your project partners to attend on your behalf.

For any further information, you can contact Karine Jacques or Jacqueline Craig within the Leonardo UK National Agency by email on leonardo.events@ecotec.com or by phone on: +44 (0) 121 616 3770.

We look forward to hearing from you,

Yours sincerely

Marina Rozera
Director, Leonardo da Vinci National Agency - Italy,
ISFOL

Kursat Levent Egriboz
Director, Leonardo National Agency, Procedure B - UK
ECOTEC Research and Consulting

Encl.: Annex 1: Draft agenda
Annex 2: Registration form

The Leonardo UK National Agency at ECOTEC is pleased to invite you to the Information Events taking place in April and May 2005 for Procedures B (Pilot, Language Competences, Transnational Network) and C (Reference Material, Thematic Actions, proposals submitted by European Organisations).

During these events, you will receive:

- an introduction to the Leonardo da Vinci Programme
- details of the 2005-2006 Call and its priorities
- help to prepare a good quality proposal

Successful project promoters will also give you some practical advice.

These half-day Information Events will take place as follows:

April 14, Thursday (AM)

British Council, Belfast

April 22, Friday (AM)

City Hall, Cardiff

May 5, Thursday (AM)

Scottish Executive, Edinburgh

May 9, Monday (PM)

City Council House, Birmingham

May 26, Thursday (AM)

British Council, London

To attend one of these events, please complete the booking form* (opposite) and return as early as possible (by post/fax) to:

The Events Team

Tel: 0121 616 3770

Leonardo UK National Agency

Fax: 0121 616 3779

ECOTEC Research & Consulting Ltd

E-mail: leonardo@ecotec.co.uk

Priestley House

Web-site: www.leonardo.org.uk

12 – 26 Albert Street

Birmingham, B4 7UD

Please complete and return this booking form in BLACK INK and in CAPITAL letters and return as early as possible by post/fax (0121 616 3779) to the Leonardo UK National Agency.

I would like to attend the Information Event in (Please tick the box)

Belfast ☐ Cardiff ☐ Edinburgh ☐ Birmingham ☐ London ☐

Name.....

Organisation.....

Address.....

Town..... Postcode.....

Tel.....

Fax.....

E-mail.....

Any Support/ Access requirements (e.g. wheelchair).....

Places are limited and will be allocated on a first-come first-served basis.

*Forms can be downloaded at www.leonardo.org.uk

Please complete one form per attendee.

Please note that confirmation of your attendance will be issued at least one week before the event.



Quality in Training – Policy in Action
Experience and results from Leonardo da Vinci projects
16-17 February 2004, ICC, Birmingham, UK



Conference Information Note for Exhibitors (2 pages)

1. Exhibition materials

- **Please send your exhibition materials in advance of the conference (so you don't have to carry them in your suitcase), to:**
Karine Jacques, Leonardo Conference, ECOTEC Research & Consulting Ltd, Priestley House, 12-26 Albert Street, Birmingham B4 7UD, United Kingdom.
- Please ensure that all packages are clearly marked with your name and your organisation's name.
- **All materials must arrive at ECOTEC by 17.00hrs on Thursday 12th February.**
- The Leonardo team will then arrange for them to be transported to the exhibition Hall and placed on your display table. Members of the Leonardo team will also be available at The ICC on the 16th and 17th to assist as required.

2. Exhibition venue

- **The exhibition will be held in Hall 8 and Hall 8 Foyer at The ICC, (International Convention Centre), Broad Street, Birmingham B4 7UD, UK.**
- There is no on-site parking at The ICC. If exhibitors need to bring exhibition materials by car, they need to access Hall 8 via **Loading Bay C** on Broad Street. Venue trolleys will be available at the loading bay for you to use and there is a large goods lift up to Hall 8. However, if exhibitors possess their own trolleys it is advisable to bring them along. Staff from the Leonardo UK agency will be available to assist.
- Pedestrian access for Hall 8 and Hall 8 Foyer is from The ICC's Mall, via stairs/lift and is on level 5. Venue staff will be available to direct as required.

3. Exhibition space

- **Each exhibitor will be provided with:**
 - **a shared 2 metre table (two exhibitors will be sharing one 2m table).**
 - **a shared poster board (two exhibitors will be sharing one poster board. Display dimensions are 1170mm wide x 870mm high. Velcro will be provided to attach items to the boards.**
- Please see the attached exhibitor spreadsheet (the far left column confirms the number of your display table).
- When you arrive at the Exhibition Hall please look for your table number – venue staff and members of the Leonardo team will be on hand to assist you.
- Please note that on 17th February all coffee breaks and lunch will take place in the exhibition area, so as to give delegates the opportunity to see and discuss your project's results.

4. Electrical sockets/plugs

- One electrical socket has been allocated to each exhibitor (each exhibitor can therefore plug in one item of equipment e.g. one laptop).
- If you intend to bringing equipment which has a European plug please note that you will also need to bring a **Europe-UK adaptor** in order to run your machine from the electrical sockets in the exhibition hall.

5. Equipment

- If you are bringing any technical equipment for display purposes e.g. laptops, computers, televisions and videos please advise the Leonardo team.



Quality in Training – Policy in Action
Experience and results from Leonardo da Vinci projects
16-17 February 2004, ICC, Birmingham, UK



6. Internet access

- Unfortunately internet access is not available in the exhibition hall. **You are therefore advised to load your website onto a CD-Rom.**

6. Setting up exhibition materials

- Exhibitors will be able to set up their displays in **Hall 8** and **Hall 8 Foyer** at the following times:

Monday 16th February	11.00 – 18:00hrs
Tuesday 17th February	07.00 - 08.15hrs
- **All displays must be set up by 08:15hrs on the 17th February.** The Exhibition Hall will be locked overnight on the 16th, however exhibitors are advised not to leave any valuable items or equipment in the Exhibition Hall overnight.

8. Exhibition opening times

- The exhibition will be open to delegates on the 17th February from the beginning of Registration at 0830hrs and will remain open until 1430hrs.
- **Although you will not be required to staff your stand at all times during this period we would ask you to ensure the stand has cover during the *registration period* (0830-0945hrs), the *morning coffee break* (1100-1120hrs) and *lunch* (1315-1430hrs).**

9. Dismantling of exhibition

- Exhibitors can dismantle their exhibits from 1430hrs until 1800hrs on the 17th February. Please note that if materials are to be returned by courier it is the responsibility of the exhibitor to book the courier and wait until the courier has collected their items before leaving the venue.

10. Exhibitor refreshments

- 16th February: Water will be provided, 1100-1800hrs.
- 17th February: Tea, coffee, water and pastries will be available 0700-0815hrs in the Exhibition Hall (Hall 8). Further refreshments will then be available during the conference coffee break and lunch. At all other times refreshments can be purchased from the venue's Coffee Terrace on the Mall.

11. Insurance

- Please ensure that you have adequate insurance cover for any equipment for the length of the exhibition. Insurance should also cover items whilst in transit. Neither the venue nor the organisers can accept responsibility for loss or damage to items.

12. Valuable equipment

- Stewards are provided by The ICC, however, please do not leave valuable equipment unattended.

13. Access for people with disabilities

- The exhibition hall is fully accessible to people with disabilities. Please ensure that you inform the Leonardo team on leonardoconference@ecotec.co.uk if you have a disability or any specific access requirements.

14. Contact details

Should you require any further information, please contact the UK National Agency Events Team by telephone on +44 (0) 121 616 3675 or via e-mail at leonardoconference@ecotec.co.uk.



Quality in Training – Policy in Action
International Convention Centre (ICC), 17 February 2004



Briefing Note to speakers
(Expert, Project promoter, Chair and Rapporteur)

1.1 Objectives & scope of the event

The “Quality in Training – Policy in Action” Conference has been organised:

- to highlight the ideas and impact of Leonardo projects for decision and policy makers within the Leonardo da Vinci Thematic Group 3: “Quality of Training – Adaptation of the training supply and new training methods”;
- to promote the development of thematic work and the formation of cluster groups;
- to help promoters to identify opportunities for mainstreaming at local, regional, national and European levels; and
- to develop thematic dissemination and mainstreaming strategies by exchanging ideas and sharing good practice between promoters and decision makers within the area of Quality of training.

1.2 Date and location

The evening reception will begin at 19:00 on 16 February at the Banqueting Suite of Birmingham City Council House. The Reception will consist of supper and a performance.

The conference will be held at the International Convention Centre (ICC) from 09.00 onwards on Tuesday 17 February. The presentations, made by experienced Leonardo project promoters, will be designed to broaden the insight of participants into the experiences gained through the Leonardo projects. Keynote speakers will also include senior representatives from the European Commission in vocational and educational fields.

1.3 Contributors

The following organisations will contribute to plenary and workshop sessions:

- European Commission
- Interesource Group (Ireland) Ltd (TBC)
- Kalmar Maritime Academy (TBC)
- ICCROM – International Centre for the Study of the Preservation and Restoration of Cultural Property, (Italy)
- Wydział Ochrony Zdrowia (Poland)
- Kings’ College, London (UK)
- National Agencies of Czech Republic, Denmark, Finland, Greece, Ireland, Italy, Malta, Slovenia, Sweden, United Kingdom
- Technical Assistance Office- Socrates, Leonardo & Youth

Organisations contributing to the funding of the conference include:

- European Commission
- Department for Work and Pensions/Department for Education and Skills (UK)
- Ministero del Lavoro e delle Politiche Sociali (Italy)
- Birmingham City Council (UK)
- Leargas (Ireland)
- Finnish National Board of Education (Finland)
- CIRIUS (Denmark)
- Internationella Programkontoret for Utbildningsområdet (Sweden)



Quality in Training – Policy in Action

International Convention Centre (ICC), 17 February 2004



1.4 Delegates

The Leonardo UK National Agency has sent invitations by post to: the European Commission; Leonardo promoters whose projects focus on Thematic Group 3: "Quality of Training – Adaptation of the training supply and new training methods"; national, regional and local stakeholders involved in the vocational and educational fields; social partners; other countries' Leonardo National Agencies; and the private sector, across the 31 Leonardo da Vinci participating countries. It is anticipated that 200 delegates will participate to the evening reception on 16th February and 250 delegates to the Conference itself on 17th of February.

1.5 Plenary session

The morning plenary session will start with a welcome speech.

Following this, there will be a 20 minutes presentation from the European Commission to introduce thematic monitoring at the Leonardo da Vinci programme level, with a further 10 minutes for any questions. The second (15 minutes) presentation, made by the Leonardo UK National Agency, will introduce the activities undertaken under Thematic Group 3 – Quality of Training: Adaptation of the training supply and new learning methods.

After a coffee break, delegates will be divided into four workshop groups, which are:

- Workshop 1: Creating training programmes relevant to the labour market;
- Workshop 2: Creating flexible training content and delivery mechanisms relevant to learners' needs;
- Workshop 3: Developing and managing innovative Leonardo partnerships;
- Workshop 4: Quality of training and assessment methods, including self-assessment.

Each workshop will have two presenters (an Expert and a Project promoter), a Chair and a Rapporteur. Whilst the expert will set the scene (15 minutes maximum), the project promoter will present his/her project in relation to each workshop's subject area (15 minutes maximum).

Each workshop should run as follows:

11:30-11:35	Chair
11:35-11:50	Expert
11:50-12:20	Discussion
12:20-12:35	Promoter's Presentation
12:35-13:05	Discussion
13:05-13:15	Conclusions by Chair

Following the workshops, there will be a lunch break from 13.15 to 14.30 (1h 15mins).

The afternoon session will start with a presentation from the European Commission (15 minutes). It will address the importance of thematic work, particularly Thematic Group 3, *Quality of Training: Adaptation of the Training Supply and New Training Methods*, within the context of the EU's current policies and priorities in VET.

Two 10-minute presentations will then be made: by a project promoter (14.45-14.55) and by a beneficiary of the same project (14.55-15.05); this will be followed by a 10-minute "Question and Answer" session.

Conclusions from workshops will then be presented by Rapporteurs of each Workshop (i.e. 5 minutes for each workshop) to all delegates. Delegates will then have the opportunity to ask questions to the panel from 15.35 to 16.00.



Quality in Training – Policy in Action
International Convention Centre (ICC), 17 February 2004



1.6 Leonardo workshops: Format and content

There will be approximately 60-70 participants in each workshop, and the names of participants will be provided in advance to speakers.

A laptop, a data projector, a flip chart and pens will be available in all workshop rooms. The presentation of each promoter will be already uploaded on each laptop.

All the presentations (incl. biographies) received by the deadline of 12 January 2004 will be printed in the conference documentation, to be provided to all delegates on the 17th of February.

In addition to the expert and the project promoter, there will be a Rapporteur and a Chair, and Leonardo UK National Agency staff will be present in each workshop session to take notes and to address any technical questions that may arise during discussions. Chairs leading these sessions should ensure that all topic areas are covered, and that delegates will have the opportunity to ask questions and make observations.

1.7 Summary of each Workshop- Briefing Note

The following information comes from the experts who will introduce each of the workshop sessions.

Workshop 1: Creating training programmes relevant to the labour market

Chair: National Agency (TBC)
Expert: Pat Irving, Ecotec Research and Consulting Ltd.
Rapporteur: Jaromir Coufalik, Czech Leonardo National Agency
Promoter: Pat Campin, Henley Management College, UK/02/B/F/PP/129_572

Leonardo projects under this workshop **aim to collect information in various sectors at European level**. The significant changes taking place throughout Europe in most economic sectors highlight the growing gap between the needs of employers and the supply of appropriately qualified and experienced labour. The following questions are relevant to this workshop:

- How to identify companies needs in terms of skills and new employment gaps? How to respond to these new needs through developing tailored training programmes and/or products?
- How to enhance collaboration and communication between Leonardo promoters and sector representatives and employers - what are the best ways of bringing these groups together?
- What processes exist and are useful/ efficient in the identification of companies needs and in identifying employment gaps?
- What methods/approaches/activities exist with regard to taking into account the needs of beneficiaries – what approaches have been adopted in Leonardo da Vinci projects?
- How can projects (and project partnerships) motivate/stimulate employers and sectoral representatives to become involved in supporting Leonardo da Vinci projects, specifically those focusing upon the development of training programmes?



Quality in Training – Policy in Action

International Convention Centre (ICC), 17 February 2004



Workshop 2: Creating flexible training content and delivery mechanisms relevant to learners' needs

Chair: Paul Guest, Technical Assistance Office for Socrates, Leonardo & Youth
Expert: Andrew McCoshan, Leonardo UK National Agency, ECOTEC Research and Consulting
Rapporteur: Francesca Trani, Sveva Balduini, Italian Leonardo National Agency
Promoter: Rocco Mazzeo, ICCROM – International Centre for the Study of the Preservation and Restoration of Cultural Property, IT/00/B/F/PP/120_065

In order to improve the balance between the labour market supply and individuals' education and training needs, increasing attention has been given to the need for flexible training arrangements.

This workshop is focussing on identifying mechanisms, which will help to establish and deliver flexible training contents, methodologies and approaches. A selection of possible questions for debate during Working Group 2 are as follows:

- Who determines which training is needed for individuals or specific groups? Are individuals determining this themselves, or is it their employers or somebody else?
- How can we find out?
- Which key methodologies are being used, which key activities are being carried out to analyse training needs?
- How to define the boundaries of flexibility?

Workshop 3: Developing and managing innovative Leonardo partnerships

Chair: Pat Halley or Jim Mullin, Leargas, Irish Leonardo National Agency
Expert: Haaris Sheikh, Interresource Group Ltd (TBC)
Rapporteur: Avril Burgess, Leargas, Irish Leonardo National Agency
Promoter: SW/02/B/F/PP/127_010 (TBC)

Leonardo **partnerships** are dynamic and complex structures involving a wide range of institutions and organisations across participating countries. The way a project sets up and manages its transnational partnership is a crucial factor in achieving impact at a European level.

Transnational working is fundamental to innovation and provides numerous opportunities to organisations, either as contractors, partners or subcontractors, both during and after the project duration.

The best partnerships are **multi-player** structures, bringing together organisations with **complementary skills** and common interests for:

- the production of innovative and high quality products;
- the furtherance of social dialogue;
- a shared understanding of issues in VET at national and European level; and
- the development of **co-operative frameworks** and a collaborative approach to VET.

The following questions are relevant to this cluster:

- What are the innovative methods and practices in managing Leonardo partnerships at national and transnational level?
- What are do's and don'ts of managing transnational partnerships to get the most out of transnational working?



Quality in Training – Policy in Action

International Convention Centre (ICC), 17 February 2004



Workshop 4: Quality of training and assessment methods, including self-assessment

Chair: Leonardo National Agency (UK/FIN-TBC)
Expert: Fernanda Oliveira Reis, European Commission
Rapporteur: Leonardo National Agency (SW-TBC)
Promoter: Katarzina Czabanowska, Wydział Ochrony Zdrowia, PL/00/B/F/PP/120_065

This workshop will concentrate on the work in the Technical Working Group on Quality in VET which has given an in-depth knowledge of the key issues for systems of managing quality assurance in initial and continuing vocational training in both the public and private sectors. The final reports from the work of the TWG are written parallel with the work of the LdV Thematic Groups. These reports give an exhaustive introduction to and description and reflection on how to manage quality assurance in VET.

Projects in this cluster group address methodologies currently being developed for **quality assessment, quality assurance and development**.

This workshop aims to provide an overview of what currently exists in the field of self-assessment, including standards, to allow countries to design relevant projects. **Training providers, as well as the development /recognition of standards are other key aspects to take into account.**

The key issues of managing quality assurance can be reduced to the following interrelated steps:

- Purpose and plan
- Implementation
- Assessment and evaluation
- Feedback and procedures for change

1.8 Follow-up work, after the conference

The Leonardo National Agency will produce a conference report, which will set out points made in the plenary session and in each workshop. It will also collate the next steps and action points agreed by all present. The report will be made available on the Leonardo web site.

1.9 Further information

**We look forward to receiving your presentations (from promoters and experts)
and your biographies by 12 January 2004.**

These will be printed in the conference documentation, to be provided to all delegates on the 17th of February.

**Should you require any further information, please contact the UK National Agency Events Team:
by telephone on +44 (0) 121 616 3675 (or on the Helpline on +44 (0) 121 616 3670)
or via E-mail at leonardoconference@ecotec.co.uk.**

We look forward to welcoming you on 16 and 17 February 2004!

Leonardo UK National Agency



Quality in Training – Policy in Action
Experience and results from Leonardo da Vinci projects



BRIEFING NOTE TO SPEAKERS in Workshops
(Chair, Expert, Project promoter and Rapporteur)

1. Objectives & scope of the Workshops

The objectives of Workshops are:

- To provide further information to delegates on each workshop subject area (theory, current developments)
- To provide practical examples, based upon projects experiences
- To encourage discussion and the exchange of ideas/ best practices within each subject area
- To take notes of the conclusions reached so as to record them in a Final Report.

2. Timetable of the Day

9.00 – 9.40: Familiarisation with the Workshop Halls (Hall 6, 7a, 7b)

Chairs, Experts, Promoters and Rapporteurs of each workshop should meet the UK NA representative for their workshops and familiarise with the room and with the equipment (e.g. check the presentations etc).

9.45- 11.00: Morning Plenary session (Hall 5)

Following the welcome speech and the presentation from the European Commission, the Leonardo UK National Agency will introduce the activities undertaken under Thematic Group 3 – Quality of Training: Adaptation of the training supply and new learning methods. In the latter, the cluster groups identified within Thematic Group 3 will be outlined. **These correspond to the four workshop subject areas, which define more precisely the overall theme of “Quality in Training”.**

11.00 – 11.20: Coffee Break (Hall 8)

After a coffee break, delegates will divide into the four workshop groups. Ushers will direct delegates to each Workshop halls starting from 11.20 onwards, so as to start the workshop at **11.30**. Chairs, Experts, Promoters and Rapporteurs, should ensure **that they are in the workshop rooms by 11.20**.

11.30 – 13.15: Workshops (Halls 5, 6, 7a, 7b)

Delegates have been allocated to workshops in the following Halls:

HALL 5 (Plenary):	Workshop 1
HALL 6:	Workshop 2
HALL 7a:	Workshop 3
HALL 7b:	Workshop 4

13.15 to 14.30: Lunch Break (Hall 8)

Following the workshops, there will be a lunch break from 13.15 to 14.30 (1h 15mins).

14.30 – 15.15: Afternoon Plenary session (Hall 5)

A presentation by the Commission and by a promoter (and beneficiaries) will be made.

15.15 – 15.35: Conclusions from Workshops (Hall 5)

Rapporteurs of each Workshop (i.e. 5 minutes for each workshop) will then present Conclusions from workshops to all delegates. Delegates will then have the opportunity to ask questions to the Panel and to Rapporteurs from 15.35 to 16.00.



Quality in Training – Policy in Action Experience and results from Leonardo da Vinci projects



2. Leonardo workshops: Format and content

From 11.30 to 13.15, the workshop will run for 1 hour and 45 Delegates will be allocated to workshops as follows:

SESSION	TITLE	PRESENTERS	HALL	Number of Participants
Workshop (1)	Creating training programmes relevant to the labour market	Chair: K. Fahle, Leonardo National Agency, Germany Expert: P. Irving, Ecotec Research & Consulting Ltd Discussion Promoter: D. Birchall, Henley Management College, UK Discussion Conclusions	Hall 5	73
Workshop (2)	Creating flexible training content and delivery mechanisms relevant to learners' needs	Chair: P. Guest, TAO - Socrates, Leonardo & Youth Expert: A. McCoshan, Leonardo UK National Agency, Ecotec Research & Consulting Ltd Discussion Promoter: R. Mazzeo, International Centre for the Study of the Preservation and Restoration of Cultural Property, Italy Discussion Conclusions	Hall 6	64
Workshop (3)	Developing and managing innovative Leonardo partnerships	Chair: J. Mullin, Lergas, Leonardo National Agency, Ireland Expert: H. Sheikh, Interesource Group Limited Discussion Promoter: C. Bergquist, Kalmar Maritime Academy, Sweden Discussion Conclusions	Hall 7a	52
Workshop (4)	Quality of training and assessment methods, including self-assessment	Chair: P. Randall, Head of the Leonardo UK National Agency Expert: F. Oliveira-Reis, Vocational Training, European Commission Discussion Promoter: K. Czabanowska, Jagiellonian University, Poland Discussion Conclusions	Hall 7b	57

Equipment

- A laptop, a data projector, a flip chart and pens, and a laser pointer will be available in all workshop rooms.
- Presentations will have been already downloaded onto each workshop laptop.

Seating arrangements

- In each Workshop, the Chair, the expert and the project Promoter will sit at a top table. The Rapporteur will be seated within the audience. Presentations will be made from a lectern.
- Two representatives of the Leonardo UK National Agency staff (minimum) will be present in each workshop. They will help delegates to come into the workshop halls, address any technical questions that may arise during the workshop and take notes. If you have any problems, please speak to the UK NA representative who will assist you.
- Halls 6, 7a, 7b will be set theatre style. Hall 5 is a raked auditorium.
- Names of participants have been provided in advance to speakers.
- Please note that a photographer will be walking around the sessions.



Quality in Training – Policy in Action
Experience and results from Leonardo da Vinci projects



4. Roles of speakers

The workshop should run as follows:

11.30-11.35	Chair
11.35-11.50	Expert
11.50-12.20	Discussion
12.20-12.35	Promoter's Presentation
12.35-13.05	Discussion
13.05-13.15	Conclusions by Chair

- **The Chair**

His role is to introduce the panel and to outline the running order of the workshop in the first few minutes of the workshop. He will also be responsible for guiding the discussion sessions that follow on from the expert's presentation and that of the promoter. He shall ensure that presenters are keeping time and that delegates have the opportunity to ask questions and make observations after each presentation.

In brief, the Chair shall:

- Notify delegates of necessary information (see the note on "House-keeping" arrangement attached). This note will also be on your table.
- Introduce the panel and himself.
- Identify the aims of the workshop session by going through the timetable of the session.
- Introduce the expert.
- Following the 15 mins expert presentation, he shall encourage discussion between the audience and the expert.
- Introduce the promoter.
- Following the 15 mins promoter presentation he shall encourage discussion between the audience and the promoter.
- During the last 10 mins of the sessions, he will summarize the main conclusions reached.

- **The expert**

His/her role is to set the scene by introducing the main subject area of the workshop (e.g. recent developments, current issues) and to encourage discussions on the topic.

- From 11.35-11.50, he/she shall make his presentation (15 mins).
- From 11.50 to 12.20, he/she shall reply to the questions of the audience (30 mins).

- **The promoter**

His/her role is to provide the audience with information on his project, by focusing on and relating his/her project experiences to the main subject area of the workshop and to encourage discussions on the topic.

- From 12.20 to 12.35, the promoter shall make his/her presentation (15 mins).
- From 12.35 to 13.05, he/she shall reply to the questions of the audience (30 mins).



- **The Rapporteur**

His role is to take notes (use the "Note-Taking Form", provided by the UK NA) during the workshop and to report on the main conclusions during the plenary session. Rapporteurs, if need be, will be able to use a laptop during the lunch break. They will need to liaise with the UK NA representative of their workshop for this. For further details on the plenary session, please consult the Hall 5 Management Note attached.


Education and Culture
Leonardo da Vinci

Title of Project

Objectives of the Project


Education and Culture
Leonardo da Vinci


2

Beneficiaries


Education and Culture
Leonardo da Vinci



3

Outcomes, Products, Results


Leonardo da Vinci



4

Relevance and Coherence


Leonardo da Vinci

5

Transferability and Sustainability


Leonardo da Vinci

6



QUALITY IN TRAINING – POLICY IN ACTION (C2538)
Leonardo Meeting – Birmingham, 16-17 February 2004

Please complete this form in full and return it to XX at the address below.

Details

Name:

Organisation:

Address:

.....

Tel: Fax:

Address for reimbursement (if different from above)

Organisation:

Address:

.....

.....

Bank account details

Account Number:

Account Holder:

Bank Name:

Bank Identification Code:

Bank Address:

HOTEL COSTS (accommodation for one night only). Total must be no more than £100.00 sterling. All original receipts must be attached to this form

Currency

Name of Hotel:

Check-in date:

Check-out date:

TRAVEL COSTS (standard rail fare and economy flights only).

All original receipts and flight tickets (inc. boarding passes) must be attached to this form

	Amount	Currency
Plane:		
Train:		
Other:		
SWIFT Code:		
TOTAL TRAVEL COSTS:		

Signature:

Date:

Office Use Only - Authorising signature & Date:

Please return your completed form with **original** receipts, tickets and boarding passes to XX, Leonardo UK National Agency, ECOTEC Research & Consulting Ltd, 12-26 Albert Street, Birmingham B4 7UD, UK by **8 March 2004** at the latest.

ANNEX 14 – List of Participants

LEONARDO START UP SEMINAR – 2005 CALL 05 JULY 2005, BIRMINGHAM

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c/o Dr G Taylor
The Gateway
Leicester LE1 9BH

UK/05/B/F/PP-162_372

ANNEX 15 – Information on Delegates (for delegate compendium)



CONTACT DETAILS

Title

First Name

Family Name

Role in Organisation

Organisation Name Please input your organisation's *full name in English* as well as your native language.

Organisation's Activities Please provide brief details of your organisation's activities and responsibilities.

Country

Telephone

Fax

E-mail

Website

YOUR EXPERTISE IN QUALITY ASSURANCE AND SELF-ASSESSMENT

[Please provide details of your and/ or organisation's relevant expertise in planning and implementing quality assurance policies/mechanisms, in particular self-assessment]

WHAT DO YOU HOPE TO GET OUT OF THE SEMINAR

[Please provide details of anything you are particularly keen to discuss in depth at the seminar and what outcomes you would like to see from the seminar]

Please return this form by Friday 11th of November 2005 to: The Events Team, Leonardo UK National Agency, ECOTEC Research & Consulting Ltd, 12-26 Albert Street, Birmingham B4 7UD; Fax: +44 (0) 121 616 3779; e-mail: leonardo.events@ecotec.com



Information Event for Procedures B and C

26 May 2005, London

FEEDBACK FORM

1. How useful did you find:

Session	Very Useful	Useful	Not Very Useful
Overview of the Leonardo Programme	0	0	0
Summary of Procedures B and C	0	0	0
How to prepare a good quality application	0	0	0
Participating in Leonardo – A promoter's guide	0	0	0

2. How would you rate the following:

	Good	Average	Poor
Delegate Pack	0	0	0
Meeting Facilities	0	0	0

3. Did the Information Event meet your expectations?

Yes 0 No 0

4. Do you feel that the Leonardo Programme could benefit your organisation?

Yes 0 No 0

If 'Yes', do you plan to submit an application this year? Yes 0 No 0

Further comments:

Thank you for completing this form. Please hand this form to the organisers before you leave, or fax to the Leonardo UK National Agency on 0121 616 3779.



Quality in Training – Policy in Action
Experience and results from Leonardo da Vinci projects



Feedback form

Birmingham 16 – 17 February 2004

We value your feedback. Please complete this feedback form and hand it in to Registration as you leave. If you rate anything as 'poor' or 'fair' please provide further details.

1. Presentation and workshops

- Please rate each presentation by ticking the relevant box

a. Plenary session presentations

	1 poor	2 fair	3 good	4 very good	5 excellent
Introduction to the Thematic Group 3 Conference	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Introduction to Thematic Work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Valorisation and Thematic Monitoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experience and Results from a Leonardo Project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workshop Conclusions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional comments:

b. Workshops:

Which workshop did you attend? 1, 2, 3, or 4 (please circle as appropriate)

Please rate the workshop by ticking the relevant box.

	1 poor	2 fair	3 good	4 very good	5 excellent
Content	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level of debate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Usefulness to work/ project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional comments:

2. The conference and its aims - Please rate each aim by ticking the relevant box

1 = strongly disagree; 2 = somewhat disagree; 3 = undecided; 4 = somewhat agree; 5 = strongly agree

	1	2	3	4	5
The conference helped with networking and making contacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lessons learned will be applied to my organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was able to learn about Thematic Monitoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Will you be able to transfer what you have learned back to your organisation? Yes ☐ No ☐

If so, how?

3. How do you rate the following?

	1 poor	2 fair	3 good	4 very good	5 excellent
Evening reception and dinner at Council House (if applicable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conference materials (delegate pack, compendium etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helpfulness/ support of organising team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conference facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exhibition facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workshop facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conference lunch	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location of event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CRS accommodation service (if applicable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional comments:

4. Overall, did the conference meet your expectations?

Yes ☐ No ☐

5. In your view, did the conference meet its aims and objectives?

Yes ☐ No ☐

If 'No', please provide further details

Please provide your contact details if you would like to be kept informed of future Leonardo da Vinci events:

Name:.....Organisation:.....

Contact address:.....

.....

Telephone number:..... E-mail:.....



**Leonardo Start Up Seminar 2005 Call
05 July 2005, Millennium Point, Birmingham
QUERY SHEET**

Please tell us below of any queries you would like answered that haven't been covered during the Start Up Seminar. We will contact you as soon as possible.

Please remember that copies of documents are available from the Leonardo website at www.leonardo.org.uk

My query is:

Name:.....

Organisation:.....

Tel:.....

Email:.....

Thank you for completing this form. Please hand this form to the organisers before you leave, or fax to the Leonardo UK National Agency on 0121 616 3779.



LEONARDO DA VINCI CONTACT SEMINAR

NEW CHALLENGES, NEW OPPORTUNITIES

Staffing and Responsibilities

General Principles

- All the NAs are at the seminar to support the delegates in a professional and helpful manner. Please be alert all the time and make sure that all the delegates are happy with the seminar.
- If you have any query or request from the delegates, please deal with it immediately. Otherwise you will get involved in something else and you will not be able to sort out the request.
- The NAs allocated to the table below are responsible for the given tasks. However, everybody should help them out.
- Please see the Briefing Note to NA staff for names of Plenary/Workshop and Networking rooms.

Wednesday 1st June

Time	Location	Action	Who?
ASAP	Plenary/ Workshop rooms	AV person – Liaise with Technicians – hand over disc with all presentations and slides, ensure technicians and event organisers have up to date agenda	TR
Morning & 1600	Registration Desk	Check name badges, delegate packs and picture cards for the game exercise. Agree 'new' delegates's details will be kept and report back to TR NA.	TR (morning) UK (Fumie/Nicola/Emmy - 1530)
1530 -	Venue Hotel Registration	NAs Arrive at the venue.	All
1630	Venue Hotel Registration	Greet TR NA and event organisers.	All
1630-2100	To be advised by the event organiser	NA Briefing meeting	All
2100-		Familiarise self with venue – location of all halls, toilets, lifts, what services are available on Mall etc.	
When possible	Networking Hall	Check networking hall has been set up consisting of the following checks: <ul style="list-style-type: none"> - Five NA desks have power and internet connection for NA laptops - Each NA desk has a display board behind them with the country flag - UK NA laptop is set up with the projector and movie screen for the game exercise. Plus a stage and a microphone for charing the exercise - Two display boards are set up with the notice "Procedure A" and "Procedure B". - There are some drawing pins and memo paper next to the Procedure A and Procedure B boards for delegates' use - 25 Networking tables are alphabetically numbered and there are four to five chairs for each table - Check "house keeping note" is on the table. - Check with AV person that technical details are sorted. 	TR/UK (Nicola)/UK (Tulay)/NL
When possible	Networking Hall	Hand over laptops for Networking areas to the event Technicians.	All
When possible	Networking Hall	Check whether display materials from each NA have been delivered to the networking hall. Display materials on each NA desk	All
When		Check location of microphone for announcements.	TR/UK (Fumie)



Education and Culture

possible			
When possible	Plenary	Check Plenary room stage set up – Banners, TopTable and chairs for four people (stage right); lectern (stage left), floral troughs. Check with AV person that technical details are sorted	TR/UK (Fumie)/NO
When possible	Plenary	Put nameplates out for each session (Kursat Levent-Egriboz, Ibrahim Demirer, Adrian Clark-Morgan, Anna Atlas). Check speaker mineral water & glasses are set Check “house keeping note” is on the table.	TR/UK (Fumie)/NO/
When possible	Plenary	Check two seats have been reserved on the front row of Plenary Room and two (one on either side of auditorium for radio mic handlers) Check the event organiser have roped & posted back two rows of Plenary room.	TR/UK (Fumie)/NO
When possible	Workshop Rooms	Check Workshop room set ups, nameplates, stick door signs – furniture, lectern, flipchart, screen, data projector. Is the microphone needed? Check “house keeping note” is on the table.	TR/UK (Emmy)/PL
When possible	Workshop Rooms	Check presentations are correct ones for the workshops in that Hall for the second day.	Each NA/COM presenters
When possible	Workshop Rooms	Check one seat has been reserved for Rapporteur on front row in each of the Workshop Rooms	TR/UK(Emmy)/PL
When possible	Topkapi Hall	Check whether room is set up	TR/UK (Emmy)/PL
When possible	All	Check event signage	TR/UK (Emmy)/NO
When possible	Registration Desk	Check with the event organisers how the registration is progressing. Deal with any urgent queries which cannot be solved by the event organisers.	TR/UK (Fumie/ Emmy/Nicola

Thursday 2nd June

Time	Location	Action	Who?
0700	All areas	Technicians on-site.	
0700	Networking Hall	Arrive at Networking Hall and first briefing	All
0700-0815	Networking Hall	Double check Networking Hall set up and follow up any problems identified on Wednesday. Checks include: <ul style="list-style-type: none"> - Five NA desks have power and internet connection for NA laptops - Each NA desk has a display board behind them with the country flag - UK NA laptop is set up with the projector and movie screen for the game exercise. Plus a stage and a microphone for chairing the exercise - Two display boards are set up with the notice “Procedure A” and “Procedure B”. - There are some drawing pins and memo paper next to the Procedure A and Procedure B boards for delegates’ use - 25 Networking tables are alphabetically numbered and there are four to five chairs for each table - Check “house keeping note” is on the table. - Check with AV person that technical details are sorted. 	TR/UK (Nicola)/UK (Tulay)/NL
0700	Registration Desk	Check Registration set up – namebadges, picture cards, delegate packs. Check name badges, delegate packs and picture cards for the game exercise. Agree ‘new’ delegates’s details will be kept and report back to TR NA. Check florals if applicable.	TR/UK (Fumie/ Emmy)



Education and Culture

	Plenary	Check Plenary room stage set up – Banners, TopTable and chairs for four people (stage right); lectern (stage left), floral troughs. Follow-up any problems identified on Wednesday	TR/UK (Fumie)/NO
0730-1000	Plenary	Stage Manage Plenary speakers. Be on hand to respond to any queries and ensure that all NA plenary speakers have rehearsed. Maintain contact with AV person	TR/UK (Kursat)
1045	Plenary	Check set out again and follow-up any problems identified on Wednesday. Checks should include: Nameplates out for each session (Kursat Levent-Egriboz, Ibrahim Demirer, Adrian Clark-Morgan, Anna Atlas). Speaker mineral water & glasses are set.	TR/UK (Fumie)/NO
1050	Plenary	Ensure all speakers are seated on stage before doors are opened at beginning of the session.	TR/UK (Fumie)/NO
0810	Plenary	Check again two seats have been reserved on the front row of Plenary Room and two (one on either side of auditorium for radio mic handlers) Check again the event organiser have roped & posted back two rows of Plenary room.	TR/UK (Fumie)/NO
0800	Networking Hall	NAs second briefing.	All
0830	Plenary	Radio mic handler briefing (for delegates with questions)	NL/PL/UK (Tulay)/NO
0830-0930	Plenary	Speaker rehearsals (Kursat Levent-Egriboz, Ibrahim Demirer, Adrian Clark-Morgan, Anna Atlas)	TR/UK (Kursat)
0800-1600	All Areas	Meet TR NA staff responsible for taking photos & discuss requirements. If possible get relevant people together for group photos. Ensure diversity of photographs taken. Use agenda to ensure photos are taken in all sessions.	TR/UK (Fumie)
0930		Areas to be set & ready.	All
1000-1115	Between Registration Desk, Networking Hall and Plenary Room	'Human signage'	TR/PL/NO/NL/UK
0930	Registration Desk	Registration to open. Register & direct delegates up to Networking Hall for arrival exhibition. NB: NO ACCESS TO PLENARY ROOM – unless speakers have all sat at top table	TR/UK (Emmy)
1020	Networking Room Plenary Room	Check with KLE that Plenary Room is set & ready, then make PA announcement calling delegates to Plenary Room. Check speaker water & glasses.	TR/UK (Fumie)
1030	Networking Room Plenary Room	Usher delegates from Networking Hall down to Plenary Room. Help seat delegates ie ensure that they sit towards the front of the Hall.	TR/PL/NO/NL/UK
1115-1700	Registration Desk	Registration cover (at least one person must be on Registration throughout the day).	TR
1100-1300	Plenary	Plenary session notetaking.	NO
1100	Plenary	Usher latecomers in to Hall.	TR
1100-1300	Plenary	Radio mic duty	NL/PL NA
1200	Topkapi Hall	Check the room is set & ready for lunch (in case conf breaks early).	TR/UK (Emmy)
1250	Plenary	Be on standby to direct delegates up to restaurant.	TR
1300	Plenary	Conference breaks.	
1300-1415	Topkapi Hall	Lunch	
1400	Topkapi Hall Foyer	Be on standby to direct delegates to Networking Hall.	TR
1405		Make PA announcement asking delegates to make way to	TR



Education and Culture

		Networking Hall.	
1415-1630	Networking Hall	Be on standby in Networking Hall in case of questions or difficulties.	TR/UK (Nicola)/UK (Tulay)/NL
1415-1630	Networking Hall	Radio mic duty	UK/NO
1630	Networking Room	1st day ends. Delegates go back to their room/carry on networking.	
1630	Networking Room	NAs to meet to oversee departing delegates and remind them of the evening reception assembling arrangements.	All
1900	Networking Room	Venue clear.	
1800	Front Desk	NAs assemble to go to the boat	TR/ UK(Kursat/Fumie/Nicola/Emmy)
1830	Boat	Arrive at the boat	TR/ UK(Kursat/Fumie/Nicola/Emmy)
1830	Boat	Ask for Banqueting Manager in charge. Go through evening eg timings, dietary requirements, drinks, menu cards at the table, seating plan for the ambassadors, entertainment, microphones. Check coatrails.	TR/ UK(Kursat/Fumie/Nicola/Emmy)
1850	Boat	Briefing re evening – timings, toilets, coatrails, speeches...	TR/ UK(Kursat/Fumie/Nicola/Emmy)
1920	Boat	Briefing for NO/NL/PL re evening – timings, toilets, coatrails, speeches	TR/ UK(Fumie)
1930	Boat	Meet & Greet the entertainers. Go through what they need to do, timings, speeches etc. Show them an area where they can change.	TR
1920	Boat	Assistant Deputy Prime Minister and Ambassadors to arrive. Meet & greet and escort to their seats. Show staging & microphone for welcome speech.	TR
1920	Boat	Meet & Greet delegates and direct to the Dining Area	All
2000	Boat	Help usher guests through to Dining areas & assist with any queries before sitting down.	All NAs
1920-1930	Boat	Direct guests to coatrails or toilets	TR/UK (Emmy/ Nicola)
1930-1940	Boat	Nuri Birtok welcome speech & introduce Assistant Deputy Prime Minister in Turkey and Ambassadors	TR
1940-1945	Boat	Assistant Deputy Prime Minister in Turkey speech	
1950	Boat	Dinner service commences.	
1950-2200?	Boat	Approximate duration of dinner service.	
2200	Boat	Approx time for dinner service to conclude & coffee to be served. Dancers/performers to start performance – to be 'cued' at entrance by the waiting area	TR NA/event organiser
2230	Boat	Dancers/performers finish. Nuri closes evening – 'looking forward to a productive day tomorrow...' Escort Assistant Deputy Prime Minister and ambassadors off site. Guests depart.	TR

ANNEX 19 – Thank You Letter to Speakers

Date

Address

Dear,

I am writing to thank you for your participation in the **XXX** conference '**conference title**' held on **date** in **place**. Your support and contribution to the conference were greatly appreciated by myself and my colleagues at the **company name**.

The feedback from the delegates has been very positive:

- ⇒ *XX% of delegates said that they would be able to transfer what they learned back to their organisation*
- ⇒ *XX% of respondents stated that the conference met their expectations*
- ⇒ *XX% of respondents thought that the conference met its aims and objectives*

(If applicable) ... The conference report will become available on the XXX website (**include web address**) in *month* and all the speakers' presentations will be posted there later this month.

Thank you once again for your co-operation and hard work for the conference.

Yours sincerely

Name

Position

Company



Quality in Training – Policy in Action
Experience and results from Leonardo da Vinci projects
Birmingham 16 – 17 February 2004



Delegate Feedback

1. Plenary Presentations

Plenary Sessions	% ¹
Introduction to the Thematic Group 3 Conference	90
Introduction to Thematic Work	92
Quality of Training	91
Valorisation and Thematic Monitoring	88
Experience and Results from a Leonardo Project	81
Workshop Conclusions	92

+

- The presentation from Jean Jauniaux was particularly useful

-

- I felt disappointed that there was not more information about UK policy on LdV by Phil Randall
- Would have been good to have Commission presentations in advance
- Wanted more concrete examples of practice to back up policy
- I was surprised not to see any representation from the Asian Community living in Europe or the UK

2. Workshops

Workshops	% ¹
Content	94
Level of debate	80
Usefulness to work/project	82

+

- The active participation in workshop 3 proved vital to making valid proposals to innovative partnership solutions
- The discussion during the workshop summarised the brief

-

- The workshop was well organised but the group did not have enough time to interact and actually discuss the quality of training and labour market issues
- The meeting room was poor for a workshop room and the group a too big (Hall 5)

3. The Conference and its Aims

Conference and its aims	% ²
The Conference helped with networking and making contacts	92
Lessons learned will be applied to my organisation	83
I was able to learn about Thematic Monitoring	90

¹ % of respondents rating good/very good/excellent

² % of respondents agreeing with statement

⇒ **80% of delegates said that they would be able to transfer what they learned back to their organisation**

This would occur:

- adjusting activities/priorities in remainder of current project because new ideas and methods were acquired
- by developing better future proposal - interesting information on the next call
- by keeping in contact/developing contacts with other conference participants
- via seminar, web-page info, internal network and staff development sessions
- because materials from exhibition offer useful models of dissemination reports
- because of better project management and better understanding of the Leonardo programme and its aims

4. Aspects of the Conference

Aspects of the conference	% ¹
Evening reception and dinner at Council House	98
Conference materials (delegate pack, compendium etc.)	100
Helpfulness/support of organising team	100
Conference facilities	100
Exhibition facilities	93
Workshop facilities	95
Conference lunch	99
Location of event	100
CRS accommodation service	97

Dinner and Lunch

- Lunch excellent but lack of seating/table space spoiled it
- Would have preferred buffet in the evening as there were some empty seats and people at the table didn't talk

Materials

- The name badges should contain the organisation and country
- The delegated pack was very good and having the contact details of the other participants was very helpful
- Colour of bag (grey) is very drab; could use Leonardo colours
- It would have been good to include a description of the organisations represented in the compendium for easier access to other potential partners

Exhibition

- Very little space for exhibition
- It would be useful to have more exhibitors during the networking lunch

Venue

- Excellent venue and conference

General

- Large conference but good opportunities built-in to network/meet project promoters. Programme planned well so moved from coffee to workshops etc. - not constantly out of main theatre.
- Thought that main exhibition hall should have been non-smoking! Smoking should be banned from the exhibition room and the foyers
- Larger print on seating plan and timetable on display would make arrangements even better
- Extremely well-organised, very professional
- I found the overall conference very interesting and informative
- Good visuals
- As in previous years the organisation was excellent and it was a pleasure to attend

5. Expectations

⇒ **89% of respondents stated that the conference met their expectations**

⇒ **85% of respondents thought that the conference met its aims and objectives**

¹ % of respondents rating good/very good/excellent

² % of respondents agreeing with statement

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