FLAM

Feel like a migrant

FLAM – Feel like a migrant
multicultural approach in teaching

CONCEPT FOR DEMONSTRATION EVENTS

www.flam-project.eu

This publication was developed in the course of the LIFELONG LEARNING project

FLAM – Feel like a migrant – multicultural approach in teaching

Project partnership:

- Volkshochschule im Landkreis Cham e.V. – VHS - coordinator (Germany)
- Anniesland Research Consultancy Limited (United Kingdom)
- Institut für berufsbezogene Weiterbildung und Personaltraining GmbH – BEST (Austria)
- Instituto Municipal de Formación y Empleo - IMFE (Spain)
- IRFA SUD (France)
- ProDiverse Ltd (Romania)
- Carpathian Foundation (Romania)
- Der Verband der Schweizerischen Volkshochschulen – associated partner (Switzerland)

For non-commercial purposes, a download version of this publication is available on the project website www.flam-project.eu

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Content:

INTRODUCTION

The concept for the *“Feel like a migrant – demonstration Events”* focuses on how to enrich the design of information events:

- How to raise, among adult education providers, their interest to make use of the project’s products that will be available free of charge and to incorporate them into their training concepts;
- How to raise, among education policy makers, their motivation to promote such educational concepts that reduces migrants difficulties in participation and motivation for lifelong learning;
- How to attract widespread publicity in the public media for the project.

Therefore the FLAM demonstration events aim at:

- Informing an interested public in the education sector about the outcomes of the FLAM project;
- Making use of the inherent attractiveness of the project in order to produce the highest possible media reaction and publicity;
- Raising, among education policy makers, their motivation to promote and support approach of intercultural teaching and to integrate it into existing initiatives for cultural diversity and European citizenship;
- Raising, among education organisations, their interest in making use of the project’s products, which will be available free of charge, and to incorporate them into their concepts.

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Organising successful events is a key part of a good valorisation strategy in each European project.

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, practices and adult education services. This concept for the demonstration events in project FLAM aims to assist the partners of the project in planning an event, providing an outline of the activities to be undertaken and an insight into the skills required. It 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 are based upon best practices, expertise achieved by partners of the project FLAM as well as 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 this concept 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 sector of adult and vocational education. Though codes of practice and practicalities vary across countries, the basic organizational 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 the partners, we therefore have divided this concept 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.

I. Demonstration events – concept behind

1. FLAM TARGET GROUPS OF EVENTS

Direct target group of events:

- teachers working migrants of adult education providers,
- trainers working migrants of adult education providers,
- other education staff e.g. advisors, managers who work with migrants of adult education providers.

Long –term beneficiaries are:

- migrants
- ethnic minorities
- persons with different socio-cultural background
- national and European programmes and initiatives who aim at promoting awareness of the importance of cultural diversity of Europe: They will receive the project materials for integrating them into their respective web sites and data bases and making them available to their users.

2. FLAM TOOLS

The partnership FLAM has developed tools in order to improve the dissemination of information about the project and promote the implementation of its innovative approaches based on multicultural teaching approach. All tools are provided on the website www.flam-project.eu

- **FLAM website**

The public web site of the FLAM project, www.flam-project.eu , provides comprehensive information on the project in 6 languages. It is a source of information for anyone who is interested and offers downloads of all products as well as the contact details of the partner organisations. Its publicity is broadened via the web links of networking institutions for vocational education and training on national and international levels.

- **PowerPoint presentation**

The FLAM presentation provides all project information. It is designed to inform key actors, politicians, training providers, teachers and trainers about the project's design, its specific approach and its strategy in the context of the European integration process. It also provides detailed information on the project outcomes.

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Start up flyers

The FLAM starts up fliers contain a short description of the overall project activities and outcomes. They are distributed to key actors and relevant stakeholders and to the interested public and are also intended to support dissemination activities at the FLAM demonstration event as well as being distributed to the media. The fliers are available in the following languages: EN, DE, FR, IT, ES, RO.

Medium: Internet based versions (PDF document) for free download, print version

Flyers

The FLAM fliers contain more detail description of the project's products: handbook FLAM with its curriculum and toolbox as well as information about final conference organised within the project. Fliers are distributed to key actors and relevant stakeholders and to the interested public and are also intended to support dissemination activities at the FLAM demonstration event as well as being distributed to the media. The fliers are available in the following languages: EN, DE, FR, IT, ES, RO.

Medium: Internet based versions (PDF document) for free download, print version

FLAM posters

The aim of the poster "FLAM" is to raise interest and inform adult education providers about existence of the project.

Languages: EN, DE, ES, FR, IT, RO.

Medium: Internet based versions (PDF document) for free download, print version

Handbook FLAM

The main product of the FLAM project partnership is a handbook which provides background information and practice materials for a multicultural teaching approach for teachers, trainers, and guidance counselors working with migrants.

3. FLAM DEMONSTRATION EVENTS

3.1 FLAM demonstration event in your organisation involving the relevant target groups and media

Strategy and goals:

- Presentation of the FLAM concept including a short demonstration (supported by a PowerPointPresentation)
- Presentation of the handbook FLAM;
- Raising interest in the implementation of the didactic concept of multicultural teaching approach in adult and vocational education.

Pilot experiences could be presented by our target group (teachers, trainers who took part in pilot tests within the project). Representatives of our second target group (learners with migration background) should also talk (if feasible) about what they think of the FLAM project, they could share with their experiences of coming to the new country, taking part in language and integration courses.

Participants in the event:

- Media representatives;
- Representatives from National EU Agencies;
- Representatives from Nationality Associations and Organisations;
- Representatives from schools, universities, educational or other institutions who might be interested in putting together life stories as a project within their classes, courses, institutions or others;
- Representatives of associations, organisations and education providers who might be interested in implementing FLAM concept.

Steps:

- See the chapter FLAM practical guide of organizing events.

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Demonstration event – prospective schedule

TIME	SUBJECT	Participants
09:00 – 14.00	Welcome and introduction General presentation of the idea behind FLAM: - Summary of FLAM progress - Raising attention for the FLAM project - Workshops: What does it mean to feel like a migrant - Workshops: teaching strategies applied - Presentation of tools in multicultural teaching approach – provision of short exercises / tools in order to emphasis the project title "Feel like a migrant" - Discussion round	Representative of FLAM partner in the country of the event, invited participants: teachers, trainers, representatives of education and integration policy

3.2 FLAM demonstration event in the education sector: cooperating with content related events

Multicultural approach encourages innovative and alternative learning pathways in Lifelong Learning; partners learn about things in which they are interested, which they decided to look for and which are relevant to them. Multicultural teaching approach is process through which individuals of all ages can acquire not only skills and knowledge, but also attitudes and values.

The concept behind FLAM is based on intercultural teaching approach that aims at teachers, trainers working with migrant learners to get interested and understand the situation of migrants, new comers. This understanding can be achieved through putting trainers, teachers in the situation of migrant learners, trying to imagine how it is to be a migrant, what are their thoughts, feelings, experiences, expectations.

The FLAM concept can be presented at relevant meetings of educational institutions, coaches, social institutions, cultural institutions, migrant organisations etc.

Strategy and goals:

- Multimedia presentation of the FLAM project and its website;
- Demonstration of the FLAM handbook and its applicability;
- Raising awareness of its innovative didactical approach and potential concerning Lifelong Learning for the trainers and learners;
- Making available all project information and messages in optimal form.

The FLAM project managers will inform the audience about the project. The handbook including tools and curriculum will be demonstrated to the target groups and may be experienced by interested members of the education sector.

Some tools could also be introduced to the interested members of the education sector.

The FLAM project managers can also use the curriculum and inform and inform adult education providers about the didactical approach: intercultural teaching approach how to organise in –service training course for teachers, trainers, counsellors working with migrant learners.

Steps:

- Identify a suitable education-related event;
- Get in touch with the organiser;
- Ask if presentation of the FLAM Project would be possible;
- Check out the technical possibilities on location;
- Finalise the cooperation;
- Prepare the information materials and if necessary, the briefing of staff for the information stand;
- Do the presentation;
- Keep in touch with people who show an interest in the project.

FLAM demonstration event in the framework of migration: cooperating with regional and local migrant organisations

In the last ten years net migration has been the main driver of population growth in most of the European Member States. EU policies are promoting the economic and social integration of immigrants in order to raise the potential for economic growth and social improvement. At present more than 500 million people with different historical, social and cultural backgrounds live and work in the European Union. It is more important than ever that communication and

exchange between Europe´s diverse range of citizens be encouraged and promoted.
The FLAM concept can be shown at relevant events of organisations working with migrants and aiming at public awareness of their special needs and concerns.

Strategy and goals:

- Multimedia presentation of the FLAM project and website;
- Demonstration of the FLAM tools;
- Raising interest in the issue of multicultural competences and their development;
- Making available all project information and messages in optimal form.

The FLAM project will be presented to a broader public. The FLAM products will be demonstrated and can be experienced by interested visitors. Fliers and posters will serve to raise interest in visiting the FLAM web pages.

Steps:

- Identify a suitable content-related event;
- Get in touch with the organisers;
- Ask if the presentation of the FLAM Project would be possible;
- Check out the technical possibilities on location;
- Check out the options for effective cooperation concerning the media coverage of the FLAM project;
- Prepare the information materials and if necessary, the briefing of staff for the information stand;
- Introduce interested visitors;
- Keep in touch with people who show an interest in the project.

3.3 FLAM demonstration event in the framework of European Year for combating poverty and social exclusion 2010: cooperating with content related events

The Member States set up year **2010 as** the **European Year For Combating Poverty and Social Exclusion**. The key objectives are to raise public awareness about these issues and renew the political commitment of the EU and its Member States to combat poverty and social exclusion.
"This Year also aims to challenge stereotypes and collective perceptions of poverty. By harnessing the EU's principles of solidarity and partnership, 2010 represents a clarion call to

tackle the causes of poverty head-on in a bid to ensure everyone can play a full and active role in society.

Civil society organisations and social partners will join participating countries and the European Commission to run a series of activities throughout 2010."[1]

Strategy and goals:

Each organization or individuals can take actively part in the fight against poverty and social exclusion within European campaign.

As organization you can:

- Support the objectives of the EY 2010 on your website by publishing banners, using links, publishing articles
- Join the Year on our social networks
- Sign the EY 2010's online commitment on the fight against poverty and social exclusion
- Organise an activity to promote the objectives of the Year

The project FLAM as:

- is in accordance with the principles and objectives of the Year and
- takes place in 2010

We could be entitled to use the logo, some key communication products, and be given visibility on the EY 2010 website.

Please visit the following link:

http://www.2010againstpoverty.eu/mediagallery/goodies.html?langid=en

"By using the EY 2010 name and the logo, you agree to link them only to aims which are compatible with the principles and objectives of the Year, as well as with the existing copyright rules. (*Please see the Legal notice of the European Commission)"*[2]

Within the YEAR there are also other possibilities to express own commitment to the topics of combating poverty and social exclusion and demonstrating FLAM project, e.g.:

- „**Sign the commitment** on combating poverty and social exclusion
- **Join the Year** on our social networks
- **Join an organisation** in your country that takes part in the EY 2010. See your country's website
- **Take part** in an event in your region"

[1] http://www.2010againstpoverty.eu/about/?langid=en (May 2010)

[2] http://www.2010againstpoverty.eu/about/takeaction.html?langid=en (May, 2010)

On the occasion of events in the framework of Year of combating poverty and social exlusion the following actions can be undertaken:

- Multimedia presentation of the FLAM project and its website;
- Demonstration of the FLAM handbook, its applicability and relation to the celebrating year
- Raising awareness of its innovative didactical approach and potential concerning Lifelong Learning for the trainers and learners;
- Making available all project information and messages in optimal form.

Steps:

- Identify a suitable -related event in your country or region;
- Get in touch with the organiser;
- Ask if presentation of the FLAM Project would be possible;
- Check out the technical possibilities on location;
- Finalise the cooperation;
- Prepare the information materials and if necessary, the briefing of staff for the information stand;
- Do the presentation;
- Keep in touch with people who show an interest in the project.

II. Demonstration events – practical guide of organizing events

1. BEFORE THE EVENT

1.1 Where to begin?

The first thing that we 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 we will have and who our target audience will be. We will also need to consider the most appropriate way to reach our 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 our project is underway, we may realise that what was initially proposed could be improved to greater impact on our target group across the countries involved in our project.

Once an initial decision on these main points has been reached, it is worth drawing the ideas together in the form of an event briefing note. We can then circulate the briefing note, outlining the main features of the event to internal colleagues and to other people outside our 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 amongst the 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.

Write an event briefing note and invite comments.

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1.2 Setting the Agenda

Once the basics of the event have been agreed in a brief we should work out a more detailed agenda. 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.
- 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.

1.2.2 Format

Our demostrantion events are organised to promote our 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 our event is therefore to increase the visibility of our 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, we 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 our audience are coming for, we will therefore want to combine some/ all of the following elements:

- Promoting our organisation/ product(s): consider having an exhibition area.
- Hearing about latest developments in our field: if they are there to listen and learn (rather than contributing a lot to the discussion) then we will want to have more presentations and fewer workshops.
- Seeing the latest developments in our 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 LLP projects result from transnational partnership, it is also important to outline the transnational nature of our event.
- At the end of the project, our event is intended to publicise more generally our 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 our 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).
- 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 the demonstration 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 project FLAM and into the longer term after our 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 our project products: This group comprises all those who might actually use the products developed in FLAM, that is people working in the tourist sector or other persons interested in learning languages for tourism.
- Decision-makers: This group of actors includes those who might take the decision to start using the products of our project or partnership within their organisation. Decision-makers might be local, regional & national government structures in training and tourism: 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 our products or recommendations being accepted by decision-makers. In other words, they are groups – and sometimes individuals – whose opinions are valued by decision-makers. I.e. teachers and trainers, training professionals or education providers. They might include professional networks, nongovernmental organisations (NGOs) representing the target groups, chambers of commerce and trade, equal opportunity organisations, voluntary organisations, or employers' organisations.
- Obviously, especial attention should be payed to training associations and organizations engaged in the process of integration of migrants. In reviewing our audience, especial care should be given to those providing supports that help to make our 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 our project results. This includes 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 our demonstration 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 to organise our events within our 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.

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?

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.
- 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 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
- 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 our 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?

1.3.2 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 demonstration event and for coverage on the day. If your organisation does not already maintain a media contact list, one should be established. 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 our project it is advised that you negotiate to maintain editorial control of articles where possible.

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 for each candidate, as well as for any reporters.

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 recognized 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.
- 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

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 our project results. Materials can focus on best practices developed within our project, in terms of our innovation, our transnational partnership, evaluation, monitoring or dissemination activities. The impact our project had on our 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 as in advance as possible (ideally at least 3 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

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- 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 email 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 our 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 our 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 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).
- Contact details for further information.

Invitation should be: clear, concise, eye-catching.
Visibility of the European Commission: Do not forget to include the appropriate logos!

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 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.
- Deadline for receipt of registration forms.
- 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.
- 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.
- 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 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).

- 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.
- 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**.** 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.

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.

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.

1.7 Documents and promotional materials

1.7.1 Delegate pack

Begin by deciding what you would like to include in the delegate pack.

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.
- List of participants per workshop.
- Information on delegates/ Delegate compendium.

- Print outs of presentations.
- Feedback form.
- Query sheet.
- Information on the local area.
- Information on sponsors/ partner organisations in running the event.
- 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?)
- Ensure that the design of promotional materials 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/dgs/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.

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.

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.
- 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).
- 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 (if any) is aware of your requirements.
- Go through catering/ break arrangements and timings.
- 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, reporter).

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).
- Photographer/ cameraman.

2.2.2 Timing

Timing is a key priority as all arrangements have been made in advance (i.e. catering times). 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.

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 organization 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.

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. 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.

3.1.2 Media Round-off

Engaging the media to promote our 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 organization 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.

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 demonstration 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 our event onto our website can help you to do this.

3.5 Internal Management

3.5.1 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.

3.5.3 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.

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