**PROJECT DEBRIEF TEMPLATE**

Use this form to capture what went well, what could have gone better and what is useful for other teams to know for future projects. Not all areas will be relevant, so leave blank where appropriate.

**Complete it as soon as you can**, as we all forget quickly when we move on to the next project. Make sure to get input from **everyone who was involved**. You can use it as a prompt sheet in a project team debrief or circulate it by email, but ensure there is eventually only **one form** that captures everything.

Fill in as much detail as possible, even if something has already been resolved or didn’t cause major problems this time. **If in doubt, write it down.**

**Highlight anything that you think would be useful for future projects.**

|  | **What went well?**  *Why, and can we apply this elsewhere?* | **What could have gone better?**  *How can we improve this? What could we do differently? What assumptions did we make that were wrong? What areas need more support?* |
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| **ARTISTIC PROGRAMME** |  |  |
| Artists & commissioning | Contracts were completed quickly and the company were efficient with signing things off. Good communication all round. | Getting the company to commit to a date for a site visit was difficult as they are so busy and travelling a lot of the time.  Language barrier slowed emailed and phone calls down but wasn’t a huge issue in the end and wasn’t an issue at all when they were here. |
| Programme & scheduling | Quick turn around of the project as a whole. The project team were assigned quite late on but this didn’t cause any issues. |  |
| AV content |  |  |
| Learning & Participation |  |  |
| **PROJECT MANAGEMENT** |  |  |
| Contracts & legal | All fine. | Ongoing question of if Sarah Harris (Volunteer lead) has a contract. |
| Procurement | No issues. |  |
| Risk management |  | We experienced a sudden risk aversion against something that we had already agreed the process for – this was time consuming and frustrating. Katy delegated to Hannah whilst she was on annual leave and it was wrong that the teams’ earlier agreement was questioned at that stage. The event ended up in the paper anyway, without our control of framing due to the press release being held. The learning outcome of this is to ensure that all team members respect the staff structure of the project and to have only one exec lead that signs off all final decisions.  Would have been good for Gareth to have had a marketing plan so that he could know what to expect audience wise etc. |
| Timeline |  |  |
| Event Safety Management, RAMS, ESAG etc |  |  |
| **AUDIENCES** |  |  |
| Facts & figures |  |  |
| Marketing | Scheduled timeline of marketing was useful.  Good design in the end and strong image. Final data on M&E where they heard about the event will be really useful.  Facebook advert did really well compared to similar projects;   * 10p per paid for interaction, lots of sharing, a large appetite for circus | Design process very difficult and frustrating for the Production team, due to the repetitive back and forward. Would have been better to see a version of the design that Marketing were happy with, that we could then feedback on, instead of us seeing every edit. Would have been useful to see the brief for the designer and for us to input at that stage.  Katy admitted she could have been clearer on how to approach comms and marketing for this project, as it was quite confused.  Missed the outdoor advertising deadlines.  Not having a marketing plan was an issue as it meant deadlines were not highlighted far enough in advance – this was partly to do with the project coming in really late.  Digital/Social decisions were quite tricky.  Weekly highlights should be checked internally within the marketing team before it goes out, and all other copy should go through the same process before it comes to production – leads on projects in Marketing sometimes don’t have input and so we use out of date copy etc.  Film of the show wasn’t great – film maker wasn’t based where we directed him to and so, the footage is not to brief. |
| PR | Positive comments on the HDM articles. A lot of comments and shares/activity.  Very positive response to the media call – made us a bit nervous but was fine in the end. Page views on the website peaked because of this coverage. | Initial issue with press release was difficult – HDM basically ran the FAQs and didn’t do an exciting story about the show. They also didn’t change it for the print the next day after they had received the press release.  Facebook live of the event didn’t work as we didn’t light it for filming and thus, incurred negative comments – how can we stop HDM doing this?  Confusion amongst media about Katy’s role – minor lack of communication led to Katy being listed as a ‘performer’ and most assuming she was with the company, and not Hull 2017.  Press release could have been worded a bit differently to lean towards a more lyrical piece, and not a huge circus. Difficult because most of us didn’t know the show beforehand – management of expectations. |
| Digital |  |  |
| Ticketing (inc on-site box office) | Not ticketing the event worked well and was the correct decision. It saved us money and worked in the park context.  Having a grade that was kind of ticketed (the seats) worked well. |  |
| Audience information (inc programmes) |  | A trailer would have been nice so people knew what to expect – managing expectations. |
| Participant briefings |  |  |
| Travel & accommodation | Worked well them booking their own travel. | P&O ferries – both ferry trips were disrupted due to mistakes on their part. Both were resolved quickly but it is important in future to ask for confirmation of booking and payment, and send this through to the travellers before hand so they have it. |
| Artist liaison | All good – the company were great and enjoyed themselves. |  |
| Resident engagement |  | An issue about the leaflet door drop not getting delivered to all the houses that we highlighted/paid for. |
| Business engagement |  |  |
| Community engagement |  |  |
| Partner liaison & recognition | Fine, had a banner up. |  |
| **EVENTS & VENUES** |  |  |
| Venues & sites | West Park worked well, easier than Pearson in the end. |  |
| Licensing (inc music) |  |  |
| Event dressing, wayfinding & interpretation | All fine. |  |
| Accreditation |  |  |
| Guest list management |  |  |
| Catering | Fresh cooked food by the stadium caterers. Important for the company to have hot food for all meals and to have a room to use as a base/dressing room. | Similar food was served every day, way too expensive as it was at a corporate venue but had no choice due to the area.  Could have looked in to hiring outside caterers in a tent on the park, but then wouldn’t have had the indoor space which was important for the performers. |
| Access | We responded well after the cancellation on Saturday - the access spaces were increased for Sunday and all bookings for Saturday were contacted via email and invited back. A lot of returns.  Access spaces were super popular and sold out both nights. | Lesson learnt to always have extra spaces available on the night for people who haven’t booked.  Box office stopped checking their emails on Friday and so lots of people tried to book and didn’t get a reply. They turned up anyway but we were fully booked and they hadn’t been told. |
| Technical presentation | No issues, ‘best organised event’ they’ve ever seen in the Park – feedback from park staff  Quickest get out CirkVOST (company) have ever done | Show being cancelled on Sat night because of weather  Risk assessments were in French, could have done with a proper translation  Hard to get in touch with the company as they were travelling so much – risk assessments and schedules came quite late |
| Production/event management | Security – not one incident. Upping the security was good as we dynamically assessed the context for extra numbers coming on Sunday.  Prestige Security were generally good and understood the relaxed site-rules.  Car park cleared quickly because of the time of day.  Football crowds were fine, they were pretty uninterested about the rig and just walked past.  Path buckling was a big worry for Adam but it was fine, it can take 48 ton.  A couple of police men were on duty per night.  Production under budget by roughly 6k | Weird set up having Tim write the event plan and Gareth deliver, didn’t have any major impact. Team were really explicit and clear on management strategies that made things easier.  Would liaise more with the car parking company to discuss what would happen if we filled Walton Street (which we didn’t). Most people came by car.  Security started to involve themselves in smaller issues that they didn’t need to because they didn’t have much to do, due to no incidents.  No one knew whos responsibility it was to turn the lights off – we got passed round multiple organisations and people. No one wanted to take responsibility. |
| VIP & stakeholder receptions |  |  |
| **RESOURCES** |  |  |
| Project team & Hull 2017 staff |  |  |
| Contractors & suppliers |  |  |
| Volunteering | Sarah Harris (Volunteer lead) was great and an invaluable help.  Volunteers performed well and enjoyed themselves. |  |
| Artist Liaison |  |  |
| Photography & filming/ archive |  |  |
| Budget | No issues, underspent. Had a good contingency. |  |
| Finance ops | Very responsive for paying things urgently. |  |
| **REPORTING & POST-EVENT** |  |  |
| Monitoring & evaluation |  |  |
| Accidents/near misses |  |  |
| Safeguarding issues |  |  |
| Volunteer concerns |  |  |
| Show reports |  |  |
| Audience feedback |  | Possibly could have made an announcement 10-15 mins before the cancellation to keep people informed, seeing as we were having that debate at the time. No point in doing an announcement before we know anything. |