**LGBT50 PROJECT DEBRIEF**

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 | BBC leading on artist liaison | End of BBC show, artists left stage and could have stayed longer to come back for final performance. Part of BBC’s contracting process. |
| Programme & scheduling | Handover between tea party and I Feel Love worked smoothly despite potential risks of tight turnaround. |  |
| AV content |  |  |
| Learning & Participation | LGBT community participation in both Yorkshire Dance project and community access to tickets for I Feel Love reached some very marginalised groups and individuals.  Many of the dance participants have subsequently signed up to participate in Southpaw’s RUSH. | Not a negative but a challenge to rise to - legacy needs to look deeply at how it sustains relationships and participation with those groups who have built a team spirit. They are keen for more. |
| **PROJECT MANAGEMENT** |  |  |
| Contracts & legal | Pride delivered beyond expectation on their event. | Pride need further support and advice about how to perfect event management, fundraising and marcomms.  Corporately we need more flexible internal project team response to dealing with small companies we commission (pride, duckie in particular) especially where we are challenging them to do projects of a scale and in an outdoor space they never have done before. Challenging to tie down contractual specifics to aid wider internal teamwork with such companies so early on, especially regarding a new work for commission. It can only be a flexible process responding to regular changes by contracted artists/orgs right up to delivery. |
| Procurement |  |  |
| Risk management |  | Challenging for such small organisations to apply a risk management process to the standards we would expect. They are often working on their feet. They don’t have the human resources to deliver to all reporting requirements necessary so, further support here is likely in future. |
| Timeline | All projects operated in a very challenging timeframe on days of performance and despite doubts of remaining on schedule, everyone delivered according to schedules as planned and on time. | Some projects became so busy they are delayed in drawing down their interim payments and reporting on progress. Another challenge in terms of their human resources to rise to all the reporting requirements. |
| Event Safety Management, RAMS, ESAG etc | Hull 2017 had an easier time at ESAG than Pride. | Helen Thackery had to handhold the Pride team through the ESAG process because their event was a lot bigger than before. |
| **AUDIENCES** |  |  |
| Facts & figures | Waiting on full details but CCTV suggests 12,000 dwelled in the square over the course of the afternoon.  There was a good crowd in the square at all times (approx. 2000) rather than there being 10,000 people staying all afternoon. This worked well and was what had been planned for. |  |
| Marketing | LGBT50 brand was strong and awareness was high. People knew something was coming even if they were not sure what the details of the programme were. Not messaging the full programme schedule for Tea Party was intentional and helped manage crowds and create a casual drop in environment as hoped.  Pocket guide worked well. | Issues with the local LGBT venues in the city with Pride in Hull but this was resolved and they joined in with the events and benefitted from the weekend. |
| PR | Good media coverage from local and gay press.  Breadth of the week long programme gave a lot of different hits but also meant not everything could be covered. Social media reached over 45,000 people. | Struggled with national media – struggled to explain or get across message about it being UK Pride. Main acts at Pride and BBC event wouldn’t do interviews.  BBC did not do a lot of advance promotion of the I feel love event.  *God’s Own Country* screening. HIC took over the press and therefore got less pick up. Something to learn for next time we are working with HIC that we should lead on press releases or it should be joint. However, screening was nearly full.  Timing of the confetti moment for the Tea Party shifted a couple of minutes earlier. Noted that it would have benefitted comms team to know this but, of course, hard to provide advance notice when minutes of difference are involved. |
| Digital | Lots of content and a huge amount of engagement with it. | #LGBT50 overtaken by other hashtags online due to the amount of events and content about the anniversary.  Difficulty messaging the fact that Hull was hosting UK Pride. |
| Ticketing (inc on-site box office) | All events were free but where tickets were sold for I Feel Love they sold out in less than 90mins. All holds and other sales were managed smoothly. No complaints received. |  |
| Audience information (inc programmes) |  |  |
| Participant briefings |  |  |
| Travel & accommodation |  |  |
| Artist liaison |  |  |
| Resident engagement |  |  |
| Business engagement |  |  |
| Community engagement | The projects and the audiences reflected a very diverse group of community representation – particularly when it comes to the local trans community. |  |
| Partner liaison & recognition | Sewell Group and Spirit of 2012 had significant brand presence at the entrance to Pride (43,000 footfall and 9,500 attendees) and at Tea Party (42,000 footfall and c.11,000 attendees).  Sewell provided a large campaign around LGBT 50 at all their businesses across the city. |  |
| **EVENTS & VENUES** |  |  |
| Venues & sites |  | City Hall artist arrival at Stage Door needed to be more clearly communicated in advance as they came to front. |
| Licensing (inc music) |  |  |
| Event dressing, wayfinding & interpretation |  |  |
| Accreditation | A complicated array of accreditation between BBC and Hull 2017 was well managed and no issues arise in terms of access to various parts of the site and venue. |  |
| Guest list management | Wristbanding at City Hall worked well. |  |
| Catering |  |  |
| Access |  | A last minute route change to the Pride parade at the end of Whitefriargate presented problems of a dropped curb for wheelchair users but volunteering team were able to find an alternate route around. |
| Technical presentation |  |  |
| Production/event management | The Tea Party ran smoothly and to time. | **PRIDE**  Despite concerns the pride event within Queens Gardens was quite well managed on the day but there were issues outside of the fence including with road closures – the road closures were requested very late.  Pride had an event manager but due to budgets and lack of knowledge they employed this person late in the process despite Hull 2017’s advice. To be able to deliver the event again to this larger scale, they will need to have an event manager involved much earlier. There will be a separate Pride debrief.  **Tea Party**  Duckie and Yorkshire Dance not experienced with large outdoor events and struggled to take Hull 2017 support in planning, the event will have been a large learning for them.  Lots of late decisions and issues with the clarification of roles made event management difficult.  There were only two radio channels available due to a clash with Veterans weekend, advisable to avoid such a big clash in future.  In future need to give a radio briefing when there are lots of new radio users, and lots of users full stop on very few channels.  **I feel love**  Complaints about excessive bag checks by security - increased security is necessary but needs to be communicated clearly to audiences in advance. |
| VIP & stakeholder receptions |  |  |
| **RESOURCES** |  |  |
| Project team & Hull 2017 staff | The team worked extremely well around the specific events with all matters arising being dealt with quickly and ensuring the audiences experienced a smooth and relaxed environment at the events. A spread of expertise ensured that all factors were covered in delivery. |  |
| Contractors & suppliers |  | Tea service table and chair suppliers delivered wrong supplies but all other suppliers were excellent considering available budget. |
| Volunteering | Hard work, especially supporting Pride in their volunteering requests. However, all worked out on the day and lots of positive repsonses from 300 volunteers who took part in the parade as well as Tea Party and Into the Light. |  |
| Artist Liaison |  |  |
| Photography & filming/ archive |  |  |
| Budget |  |  |
| Finance ops |  |  |
| **REPORTING & POST-EVENT** |  |  |
| Monitoring & evaluation |  |  |
| Accidents/near misses | Police reported no issues on Tea Party.  There was one issue with a drunk person and a security guard after the BBC concert which security dealt with. | 4 people treated on site by medics and one taken to hospital but later returned. These have all been logged appropriately.  There were complaints about homophobic remarks made by security at Pride. This is being followed up. Security were not booked by us but noted it would be good to think about this for future briefings. |
| Safeguarding issues |  |  |
| Volunteer concerns | Volunteers continue to give very positive feedback about their involvement in the day. |  |
| Show reports |  |  |
| Audience feedback | On site all audience feedback was immensely positive. The LGBT community itself felt the week was remarkable and offered them a visibility in the city they never felt they had before to such a broad extent. |  |