**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?* |
| --- | --- | --- |
| **ARTISTIC PROGRAMME** |  |  |
| Artists & commissioning | Press – It was quite difficult to market it to media because it was so eclectic. Do you sell the partner/programme?  What is the future of PRS NMB?  CM – Digital separated the programme into strands – to try and get the festival across. What was the festival trying to do?  SH – We had the existing audience, which help to sell it. Was a festival or a series of events? (MA) | Where the capacities of the venue a problem? Smaller venues needed? At 150 capacity. |
| Programme & scheduling |  | Was there too much going on?  MA – thinks that the schedule worked until the Sunday afternoon – when it was quite difficult to get around the city.   * Access needs to be taken into account next time, could we have golf buggy taking people around.   Fewer venues to be used to make the footprint of the festival smaller.  Cornershop: Media would have appreciated that they should have had a lunch/dinner break. This was because there was too many commissions. |
| AV content |  | MA – Albemarle needed work. More could have been done, could we have topped and tail each gig with it. |
| Learning & Participation |  |  |
| **PROJECT MANAGEMENT** |  |  |
| Contracts & legal |  | Grey areas in the contract – everything needs to be agreed in there agreements.   * No agreements from PRS – just the proposals from the artists. * Co-commissioning artists need to be agreed well before the festival. |
| Procurement |  | MA – thinks that we are going to keep running into problems with HPSS in regards to price. Who we can use? We need someone else on our framework. |
| Risk management |  |  |
| Timeline |  | MA – Timeline was too long, we started things to early. If I was to do this again, I would do 3 months out.  The making of the work and the management was difficult, because they are only being peformed twice. Need things earlier. |
| Event Safety Management, RAMS, ESAG etc |  |  |
| **AUDIENCES** |  |  |
| Facts & figures | 6,000 attending. | There was a drop-off from booking (average 30%)  Simon Holt was the biggest drop-off at 59%  We should have over sold – BBC do it by a third. |
| Marketing |  | There was enough budget for the venue dressing.  Too many posters that were not used. |
| PR |  | The interviews with the artists need to be planned more for each venue. |
| Digital | Southbank Centre – Social Media reach of 5 million – CM to see what our reach was? | On the day, we only advertised via twitter.  CM/MA - Digital Marketing always drops off from the budget first – we need to make sure that this doesn’t happen.  MA should have kept the conversation for this live – so that we knew exactly what the budget |
| Ticketing (inc on-site box office) | MA – worked well.  FOH systems worked (CM – Albemarle is awkward no matter what you do) | CM – thinks that we should have been more confident with over-selling.  Marketing – if you sell Day/Weekend passes – you make sure that the offer is for a venue.  MA – we need to factor in paid ticketing in the future, to guarantee some audience numbers. |
| Audience information (inc programmes) |  | MA – what didn’t get through? Was it that it was a festival?  CM – was there too much copy for the flyer? This was to make sure we didn’t have a freesheet at each venue/act. |
| Participant briefings |  |  |
| Travel & accommodation | MA – this worked. We held enough rooms. |  |
| Artist liaison | No complaints, they were all happy. | Lack of SM capacity in Hull. |
| Resident engagement | n/a |  |
| Business engagement | n/a |  |
| Community engagement | n/a |  |
| Partner liaison & recognition |  | Could you have a presenting partner to get more money in the budget? |
| **EVENTS & VENUES** |  |  |
| Venues & sites |  | MA – Albemarle isn’t a venue.  Do we need a festival centre/festival bar? Where audience members can meet? We didn’t have the budget for it this time. |
| Licensing (inc music) |  |  |
| Event dressing, wayfinding & interpretation |  |  |
| Accreditation |  | Budget line for accreditation and artists liaison needed. |
| Guest list management | MA - Make sure that you have someone to manage your guest list within your team – as JH was excellent. |  |
| Catering |  |  |
| Access | The venues and pre-existing wheelchair spaces etc. (Is this taken for granted? Do we need to sell its access provision?) | There wasn’t a huge engagement with access groups.  The footprint for the festival was really challenging for people with mobility problems. |
| Technical presentation |  |  |
| Production/event management |  |  |
| VIP & stakeholder receptions |  | SH - If we had a space we could have held one. Where there more opportunities for it? |
| **RESOURCES** |  |  |
| Project team & Hull 2017 staff |  | MA – we need more Tech/Ops capacity to run the festival |
| Contractors & suppliers |  | MA – HPPS are running a monopoly in the city – can’t get the best value. |
| Volunteering | 280 volunteers – all worked well. |  |
| Artist Liaison |  |  |
| Photography & filming/ archive |  | MA – more filming and live streaming would have been good. |
| Budget |  |  |
| Finance ops |  |  |
| **REPORTING & POST-EVENT** |  |  |
| Monitoring & evaluation |  | PG – They didn’t get as many surveys as they thought they would across the venue. Do we have enough coming through on the online survey?  MA – Is scanning the quickest way to get audience numbers? |
| Accidents/near misses | n/a |  |
| Safeguarding issues |  |  |
| Volunteer concerns |  |  |
| Show reports |  |  |
| Audience feedback |  |  |