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Contact:

James Dearling

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7 January 2021

Dear Councillor,

Your attendance is requested at a meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** to be held on **TUESDAY, 19 JANUARY 2021 at 7.00 pm**. This meeting will be held virtually using Microsoft Teams.

Yours faithfully,

James Whiteman  
Managing Director

**MEMBERS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

Chairman: Councillor Paul Spooner  
Vice-Chairman: Councillor James Walsh

Councillor Dennis Booth  
Councillor Colin Cross  
Councillor Graham Eyre  
Councillor Angela Goodwin  
Councillor Tom Hunt

Councillor Ramsey Nagaty  
Councillor George Potter  
Councillor Tony Rooth  
Councillor Deborah Seabrook  
Councillor Fiona White

**Authorised Substitute Members**

For the Overview and Scrutiny Committee, there is no limit on the number of substitute members for each political group on the Council.

**QUORUM: 4**

**WEBCASTING NOTICE**

This meeting will be recorded for live and/or subsequent broadcast on the Council's website in accordance with the Council's capacity in performing a task in the public interest and in line with the Openness of Local Government Bodies Regulations 2014. The whole of the meeting will be recorded, except where there are confidential or exempt items, and the footage will be on the website for six months.

If you have any queries regarding webcasting of meetings, please contact Committee Services.

## THE COUNCIL'S STRATEGIC FRAMEWORK

### Vision – for the borough

For Guildford to be a town and rural borough that is the most desirable place to live, work and visit in South East England. A centre for education, healthcare, innovative cutting-edge businesses, high quality retail and wellbeing. A county town set in a vibrant rural environment, which balances the needs of urban and rural communities alike. Known for our outstanding urban planning and design, and with infrastructure that will properly cope with our needs.

### Three fundamental themes and nine strategic priorities that support our vision:

- |                     |  |
|---------------------|--|
| <b>Place-making</b> | Delivering the Guildford Borough Local Plan and providing the range of housing that people need, particularly affordable homes |
|                     | Making travel in Guildford and across the borough easier   |
|                     | Regenerating and improving Guildford town centre and other urban areas   |
| <b>Community</b>    | Supporting older, more vulnerable and less advantaged people in our community  |
|                     | Protecting our environment   |
|                     | Enhancing sporting, cultural, community, and recreational facilities   |
| <b>Innovation</b>   | Encouraging sustainable and proportionate economic growth to help provide the prosperity and employment that people need       |
|                     | Creating smart places infrastructure across Guildford  |
|                     | Using innovation, technology and new ways of working to improve value for money and efficiency in Council services             |

### Values for our residents

- We will strive to be the best Council.
- We will deliver quality and value for money services.
- We will help the vulnerable members of our community.
- We will be open and accountable.
- We will deliver improvements and enable change across the borough.

## AGENDA

### ITEM NO.

1 **APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

2 **LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

In accordance with the local Code of Conduct, a councillor is required to disclose at the meeting any Disclosable Pecuniary Interest (DPI) that they may have in respect of any matter for consideration on this agenda. Any councillor with a DPI must not participate in any discussion or vote regarding that matter and they must withdraw from the meeting immediately before consideration of the matter.

If that DPI has not been registered, the councillor must notify the Monitoring Officer of the details of the DPI within 28 days of the date of the meeting.

Councillors are further invited to disclose any non-pecuniary interest which may be relevant to any matter on this agenda, in the interests of transparency, and to confirm that it will not affect their objectivity in relation to that matter.

3 **MINUTES** (Pages 5 - 16)

To confirm the minutes of the Committee meetings held on 10 November 2020 and 1 December 2020.

4 **RESPONSE TO COVID-19 – UPDATE**

5 **LEAD COUNCILLOR QUESTION SESSION**

A question session with the Lead Councillor for Resources. Councillor Tim Anderson's areas of responsibility are:

- Finance
- Commercial Asset Management
- Procurement

6 **REVIEW OF THE ANNUAL REPORT AND MONITORING ARRANGEMENTS FOR THE OPERATION OF THE G LIVE CONTRACT 2019-20** (Pages 17 - 52)

7 **OVERVIEW AND SCRUTINY WORK PROGRAMME** (Pages 53 - 62)

To agree the draft Overview and Scrutiny work programme.

**Please contact us to request this document in an alternative format**

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## OVERVIEW AND SCRUTINY COMMITTEE

10 November 2020

- \* Councillor Paul Spooner (Chairman)
- \* Councillor James Walsh (Vice-Chairman)

- |                             |                               |
|-----------------------------|-------------------------------|
| * Councillor Dennis Booth   | * Councillor George Potter    |
| * Councillor Colin Cross    | * Councillor Jo Randall       |
| * Councillor Angela Goodwin | * Councillor Tony Rooth       |
| * Councillor Tom Hunt       | * Councillor Deborah Seabrook |
| * Councillor Ramsey Nagaty  | * Councillor Fiona White      |

\*Present

Councillors Tim Anderson (Lead Councillor for Resources), Joss Bigmore (Leader of the Council and Lead Councillor for Service Delivery), Ruth Brothwell, Angela Gunning, Julia McShane (Lead Councillor for Community), Caroline Reeves (Deputy Leader of the Council and Lead Councillor for Housing and Development Management), and James Steel (Lead Councillor for Environment) were also in attendance.

### **OS34 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

There were no apologies for absence.

### **OS35 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

There were no declarations of Disclosable Pecuniary Interests.

### **OS36 MINUTES**

The minutes of the Overview and Scrutiny Committee meeting held on 20 October 2020 were agreed.

### **OS37 COVID-19 RESPONSE – UPDATE**

The Leader of the Council and Lead Councillor for Service Delivery introduced the item. He referred to the Remembrance Sunday event held in accordance with COVID-19 guidelines and streamed online. He advised the meeting that the pavement widening scheme on Bridge Street was being re-assessed due to the traffic congestion caused. The Leader of the Council and Lead Councillor for Service Delivery Committee outlined the role and work of the Borough's COVID Marshalls. He informed the meeting that Guildford's Christmas lights would be on from around 18 November, although the usual switch on event could not take place.

The Managing Director gave a presentation on the current COVID-19 situation and the Council's response. The Committee was advised that the COVID-19 infection rate for Surrey had increased to 123.1 per 100,000 and in Guildford the rate was 132.9 per 100,000. The Managing Director indicated that there were 1,575 COVID-19 cases and, as at 9 November, 97 deaths in Guildford. The meeting was informed that the number of COVID-19 related deaths in Guildford had not increased since 25 September.

The Managing Director summarised the new national restrictions in place from 5 November and advised the meeting of the Coronavirus Job Retention Scheme, the increase in the Self

Employed Income Support Grant, the Local Restrictions Support Grant, and the Additional Restrictions Grant. He informed the Committee that the Council was working with health partners as part of the Guildford and Waverley mass vaccination group to identify suitable sites for future vaccinations.

The Managing Director confirmed the continuance of essential Council services and the closure and suspension of other services during the second national lockdown. He advised that there had been a substantial increase in demand for food parcels during the first week of the second lockdown. The Managing Director referred to the financial implications and challenges for the Council from the pandemic.

A member of the Committee thanked officers for arranging the Remembrance Sunday service.

In reply to a question about support for elderly and vulnerable residents, the Community Wellbeing Manager advised that while day care centres had been required to close for the second lockdown, doorstep home visits, daily welfare telephone calls, and visits in full PPE to the most vulnerable had continued.

RESOLVED: That COVID-19 response updates continue to be provided to Committee meetings.

### **OS38 LEAD COUNCILLOR QUESTION SESSION**

The Chairman welcomed the Lead Councillor for Community and reminded the Committee of Councillor McShane's main areas of responsibility: health; wellbeing; access and disability; safety; grants and voluntary services; careline; the handyperson service; and care & repair.

The following information and responses were provided during the ensuing discussion:

- The Lead Councillor for Community described the impact of COVID-19 on the services and teams within her portfolio, including a comparison with operations the previous year. She stated that the Council's welfare response to COVID-19 had been co-ordinated by Community Services. With reference to community safety, the Committee was advised that there had been a significant increase in applications for community triggers during the pandemic. The Lead Councillor for Community indicated that the careline service for 1,800 residents had continued throughout the pandemic, although periodic maintenance visits had been paused for a time and members of the team redeployed to conduct welfare visits. The meeting was informed that the grants and adaptations services had experienced a significant increase in demand caused by occupational therapy referrals. The Lead Councillor for Community indicated that the care and repair service was experiencing above average caseloads and almost 1,000 handyperson jobs had been completed in the six months since April 2020. In addition, she indicated that the number of community meals provided had doubled since the previous year.
- In reply to a question, the Lead Councillor for Community referred to the difficulties of confirming whether initiatives to address food poverty over half term had helped every family in need, including the stigma of food poverty. The Committee was informed of the Council's contributions to food insecurity initiatives during the October half-term, including working with the North Guildford Food Bank. In addition, the Lead Councillor for Community indicated that such support was likely to be repeated during the Christmas holiday notwithstanding the Government's announcement of school holiday provision.

- The Lead Councillor for Community confirmed that the Council's care and repair team treated referrals and adaptations for residents with motor neurone disease as urgent. The Director for Service Delivery indicated that the Council's maintenance staff were currently dealing mainly with urgent and emergency repairs but would also be supporting work for the vulnerable in the community to ensure adaptation work was carried out as quickly as possible.
- The Corporate Public Health Co-ordinator confirmed that the Council was involved in Guildford and Waverley mass vaccination group and had been asked to help identify sites to deliver the vaccination.
- A Committee member referred to a Community Foundation for Surrey webinar held that day and run in conjunction with Epsom and Ewell Food Bank and she advised that statistics on local food insecurity would soon be available on the Foundation's website.
- In response to a query about measures to audit and improve accessibility to churches and other places of worship in the Borough, the Lead Councillor for Community confirmed that currently Council resources were not available for such a piece of work. She suggested that quinquennial inspection reports by parochial church councils were a possible mechanism for identifying access issues.

The Chairman thanked the Lead Councillor for Community and officers for answering questions.

### **OS39 ASPIRE – THE COUNCIL'S COMMITMENT TO IMPROVING THE QUALITY OF LIFE OF PEOPLE WHO NEED OUR HELP**

The Lead Councillor for Community introduced the item. She advised the meeting that Aspire was supported by the Council's Community Wellbeing team working with partners, local communities, and individuals to help address issues of importance to their overall wellbeing and to support them to find solutions through activities and community projects. The Committee was informed that Aspire was for the whole Borough.

In reply to a question, the Lead Councillor for Community indicated that the ability of the voluntary sector to access funding would vary between organisations. She advised the meeting that the Council's revised voluntary grants scheme would be opening for applications in January 2021 and a new Aspire community grants scheme would commence in April 2021. In addition, she reminded the Committee of Guildford's ongoing community lottery and the Council's decision to launch a crowdfunding platform next year to aid projects run by local community groups.

In response to a question about future funding for Aspire, the Lead Councillor for Community indicated that Aspire helped deliver the Council's strategic priorities. The Community Wellbeing Manager referred to the role for Aspire in developing further community resilience in a post-COVID recovery.

In reply to a question about the decreasing number of projects funded by Aspire since its formation, the Lead Councillor for Community referred to the difficulties of launching new projects during COVID. The Community Wellbeing Manager explained that Aspire no longer funded posts within projects.

With reference to the possible use of Aspire grants for access and disability-access initiatives across the Borough, the Lead Councillor for Community indicated that the relatively small size of the grants available might be an issue for such projects.

The Community Wellbeing Manager indicated that it was not known how much the Council would receive from the £170 million COVID winter grant scheme to support vulnerable families in England during the school holidays.

The Lead Councillor for Community spoke of the importance of supporting voluntary and community networks and relationships into the post-COVID recovery period.

In reply to a question, the Community Wellbeing Manager agreed the importance of Aspire working within a community strategy and ensuring the sustainability of supported projects. In addition, she confirmed that the assessments of funding bids and subsequent monitoring was undertaken and recorded by the Community Welfare team.

**RESOLVED:** That the actions to deliver the strategic priorities of Aspire, as set out in the work plan submitted to the Committee, be supported.

#### **OS40 REVIEW OF NEW HOMES BONUS**

The Chairman welcomed the Lead Councillor for Resources and the Director of Resources.

The Director of Resources introduced the report. She outlined the background to the introduction of the New Homes Bonus (NHB) and advised the Committee that the Council had received £12.7 million in NHB grant since 2011-12. The Director of Resources indicated that the Council had spent £6.4 million of NHB grant on Council services and £4.2 million of NHB funding on projects consistent with the Council's NHB policy. The meeting was informed that the remaining balance of the Council's NHB reserve at the end of the current financial year was likely to partially fund the Council's overspend on COVID-19. The Director of Resources indicated that the NHB was very unlikely to continue into 2021-22.

In response to comments from a Committee member, the Lead Councillor for Resources suggested the Housing Revenue Account was a suitable funding source for affordable and social housing in the Borough. The Director of Resources indicated that guidance on the use of the NHB indicated that the grant was a payment to compensate for the impact of housing on communities rather than an explicit funding source for new housing.

The Chairman thanked the Lead Councillor for Resources and the Director of Resources for attending and answering questions.

**RESOLVED:** That the report submitted to the Committee detailing how the New Homes Bonus has been spent be noted.

#### **OS41 MATTERS OUTSTANDING FROM PREVIOUS MEETINGS**

The Chairman referred to three matters outstanding from previous meetings and observed that the update was little changed from the previous meeting of the Committee.

The Committee agreed that following the covering explanation note sent to Committee members on 20 October, the 'Update on the Implementation of Future Guildford' item be removed from the matters outstanding.

#### **OS42 OVERVIEW AND SCRUTINY WORK PROGRAMME**

The Chairman introduced the item and confirmed the Lead Councillors assigned to question session slots at Committee meetings in 2021; namely, Councillor Anderson for January, Councillor Rigg for March, and Councillor Redpath for April.

The Chairman indicated that at the Committee's pre-meeting the week previous members had discussed the option of dissolving the Governance of Major Projects task and finish group in light of the emerging project and programme governance changes at the Council. He suggested that the issues to be addressed by the task group should not be dropped by the Committee and proposed to review the Council's project and programme governance through a formal Committee meeting agenda item. In addition, he indicated that such an agenda item could address any project decision-making or governance issues from the Walnut Bridge item (referred to as a matter outstanding in the previous item). The Committee agreed the change in approach.

The Committee agreed that the Chairman, in consultation with the Vice-Chairman, be authorised to progress the establishment of an in-depth task and finish group to examine mental health provision in the Borough.

RESOLVED: That the Overview and Scrutiny work programme be amended as detailed above.

The meeting finished at 8.43 pm

Signed .....

Date .....

Chairman

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## OVERVIEW AND SCRUTINY COMMITTEE

1 December 2020

- \* Councillor Paul Spooner (Chairman)
- \* Councillor James Walsh (Vice-Chairman)

- |                             |                               |
|-----------------------------|-------------------------------|
| * Councillor Dennis Booth   | * Councillor George Potter    |
| Councillor Colin Cross      | * Councillor Jo Randall       |
| * Councillor Angela Goodwin | * Councillor Tony Rooth       |
| * Councillor Tom Hunt       | * Councillor Deborah Seabrook |
| * Councillor Ramsey Nagaty  | Councillor Fiona White        |

\*Present

Councillors Joss Bigmore (Leader of the Council and Lead Councillor for Service Delivery), Julia McShane (Lead Councillor for Community), Caroline Reeves, (Deputy Leader of the Council and Lead Councillor for Housing and Development Management), and John Redpath (Lead Councillor for Economy) were also in attendance.

In accordance with Council Procedure Rule 23(j), Councillor Paul Abbey attended as a substitute for Councillor Colin Cross.

### **OS43 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

The Committee was advised of apologies for absence from Councillors Colin Cross and Fiona White and notified of a substitute as detailed above.

### **OS44 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

There were no declarations of Disclosable Pecuniary Interests.

Councillor James Walsh declared a non-pecuniary interest in Item 3, Guildford and Waverley Integrated Care Partnership – Primary Care Update, as he worked in communications at NHS England (London).

### **OS45 GUILDFORD & WAVERLEY INTEGRATED CARE PARTNERSHIP - PRIMARY CARE UPDATE**

The Chairman welcomed representatives from Surrey Heartlands Clinical Commissioning Group (SHCCG) to the meeting: namely, Rhian Warner, Head of Primary Care Commissioning & Development, Guildford and Waverley Integrated Care Partnership (ICP), SHCCG; Jane Williams, Deputy Director of Guildford and Waverley ICP, SHCCG; Helen Snelling, Head of Primary Care Contracting, SHCCG; and Jules Wilmshurst-Smith, Head of Estates, SHCCG.

The Chairman invited the Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, to give a presentation and advised the meeting that the slides for this were included at pages 5-26 of the agenda papers.

The Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, advised the meeting about ICPs and the establishment of SHCCG in April 2020. The Committee was informed that each of the four ICPs across SHCCG was responsible for

planning and delivery of services at a local level and for developing its own priorities, and each had a Board with representation from local partners.

The Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, presented the meeting with details of developments and events in Primary Care; namely, the response to the COVID pandemic, the flu programme, the Primary Care Network (PCN) development, and PCN Estates.

With reference to the Primary Care response to COVID, the meeting was informed of the activities undertaken by SHCCG. The Committee heard these activities included support for shielded and vulnerable patients, more than 28k video consultations between April and September 2020, and three quarters of GP practices introducing home working for staff who were shielding. The meeting was advised that the pandemic had accelerated the delivery of digital modes of contact for patients and that these services would complement the existing traditional modes rather than replace them completely. The Committee was informed that patient feedback about both practice websites and improved digital access was positive.

The Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, stated that primary care appointments had dropped significantly at the start of the pandemic and increased noticeably in August and September. She indicated that primary care appointments were back to pre-pandemic levels. The meeting was informed that SHCCG ensured practices offered a COVID risk assessment to all staff to protect the workforce, particularly black and ethnic minority staff.

With reference to the COVID vaccination programme, the Committee was advised that many of the details were classed as Official Sensitive and unable to be shared. The Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, indicated that local sites were being prepared to deliver vaccinations from 15 December, although this date was subject to the approval and supply of the vaccine. In addition, the Committee heard that vaccination sites in each Primary Care Network area were pending approval.

The Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, advised the Committee about the flu programme. She indicated that the cumulative uptake had increased in 2020/21 compared to 2019/20 in the over 65s, under 65s at clinical risk, and 2- and 3-year olds; the meeting heard that the only cohort not to show an increased uptake was pregnant women. The Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, confirmed that the 50-64 year-old group would be eligible for flu vaccination from 1 December as part of an expansion of the programme. She outlined to the Committee the timeframe for ordering supplies of the vaccine and the increased uptake due to the COVID pandemic and indicated that additional stock was available from a Department of Health and Social Care national store.

The Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, advised the meeting of an issue with the national call and recall service that had meant some people not eligible had mistakenly been contacted and encouraged to get a flu vaccine. In addition, she informed the Committee of two drive-through flu vaccination clinics held in the Borough.

Continuing her presentation and moving on to PCN development, the Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, advised the meeting of the four PCN groupings of GP practices within the Guildford and Waverley area and their respective patient list sizes. She highlighted the achievements of each PCN, including participation by West of Waverley PCN in a population health management NHS England pilot, GPiMHS (General Practise integrated Mental Health Service) in both North Guildford

and East Guildford PCNs, and enabling GP Connect for the direct booking of GP appointments through the NHS 111 service.

The Committee was informed about the Enhanced Health in Care Homes Direct Enhanced Service introduced in October 2020 to ensure NHS support to people living in care homes. In addition, the Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, advised the meeting on the Additional Roles Reimbursement Scheme (ARRS) and the roles that PCNs could choose from for the recruitment of additional staff to deliver health services. In relation to ARRS and supporting Direct Enhanced Service specifications, the meeting was advised of the recruitment intentions of PCNs in Guildford and Waverley ICP for the next four years.

The Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, advised the Committee of the GPiMHS pilots in the Guildford PCNs. She indicated that the majority of GPiMHS requests had been from women aged from 24 to 64 years old.

In addition, the meeting was advised of the digital-first primary care requirements and the move within the ICP towards such an approach. The Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, indicated that such an advance would complement and not replace existing methods available for people to access Primary Care.

In relation to Guildford and Waverley PCN estates, the Committee was advised of premises issues, including the Chiddingfold Surgery fire, North Guildford Estates plans, Wisley / Ockham development, the closure of New Inn Surgery, and the closure of Buryfields branch of the Guildford Rivers GP practice. The meeting heard how SHCCG had supported GP practices in North Guildford PCN with university student registrations in 2020 and the difficulties of the previous year had been avoided.

The Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, outlined the highest quality and performance risks across primary care and the mitigations proposed. The meeting heard that the top risk was a COVID-19 surge in winter; other risks identified by the ICP related to delivery of the flu programme for 2020/21, ARRS workforce recruitment, a NHS submission deadline for digital first primary care, high demand and limited capacity, moving from PCNs to community networks, and primary care estates issues.

At the conclusion of her presentation, the Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, noted the value of the Council's support to help ensure the success of primary care community networks.

During the ensuing discussion and question session a number of points and clarifications were made, including:

- In response to a question about the possible difficulties that residents reliant on public transport might experience accessing the COVID-19 vaccination locations, particularly in rural areas, the Deputy Director of the Guildford and Waverley ICP referred to the different models employed to deliver the vaccination. She indicated that a roving model of delivery would enable people designated as housebound and all those in care homes and in residential homes to access the vaccine. The meeting was informed that vaccination sites for the PCN model of delivery would be relatively small-scale and use voluntary sector transport networks, such as car driver schemes. She confirmed that discussions were continuing concerning transport links within both the roving and PCN models. The Deputy Director of the Guildford and Waverley ICP confirmed that the accessibility of public transport would be a factor in the location of any large-scale vaccination site within Guildford.

- A member of the Committee questioned the difference in attitude between young and old people toward compliance with COVID restrictions. The Deputy Director of Guildford and Waverley ICP, SHCCG, indicated that compliance with guidance was a matter for individuals.
- In response to a question about the learning from the handling of the pandemic, the Deputy Director of Guildford and Waverley ICP, SHCCG, advised the meeting that virtual working, partnership working, and speed of delivery had been successful.
- In response to a question, the Deputy Director of Guildford and Waverley ICP, SHCCG, advised the meeting of the plans for the staged delivery of COVID vaccinations.
- The Deputy Director of Guildford and Waverley ICP, SHCCG, indicated that in terms of any COVID-related backlog of non-urgent treatment, as measured by Referral to Treatment (RTT) rates, the CCG was faring well compared to national figures. She advised that the RTT statistics could be provided to the Committee. The meeting was informed that a potential concern was the number of late referrals or those patients who had not delayed presenting to primary care due to the pandemic.
- The Committee heard that the number of people eligible to receive a COVID vaccination in their homes had not been quantified at this stage.
- The Deputy Director of Guildford and Waverley ICP, SHCCG, informed the meeting that public information and reassurance relating to the safety of the COVID vaccination was controlled nationally. She indicated that while the scale and newness of the COVID vaccines were unusual, the delivery of vaccination programmes by the NHS was not.
- With reference to GPiMHS and measures such as basic cognitive behaviour therapy, a member of the Committee asked if the NHS would be able to support the increase in mental illness caused by the pandemic. In reply, the Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, requested the member of the Committee contact her for a full discussion so she could liaise with Surrey and Borders Partnership NHS Foundation Trust to progress the query. The Deputy Director of Guildford and Waverley ICP, SHCCG, indicated that the impact from COVID would continue for some time yet and she confirmed the value in obtaining further details about mental health services for the Committee members.
- The Deputy Director of Guildford and Waverley ICP, SHCCG, stated that a query from a Committee member about why the majority of GPiMHS requests had been from women aged from 24 to 64 years old would be shared with Surrey and Borders Partnership NHS Foundation Trust for an update.
- In response to a question from a member of the Committee about referral thresholds for physical disabilities associated with mental illness, the Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, asked that the Committee member contact her for a further discussion.
- The Head of Primary Care Contracting, SHCCG, confirmed that registration with a GP practice had been problematic for university students the previous year. She informed the Committee that arrangements were now more resilient and more practices that covered the area were willing to accept new patients. The Head of

Primary Care Commissioning & Development, Guildford and Waverley ICP, suggested the development of PCNs had led to GP practices working better together and created additional resilience.

- The Committee questioned why it seemed difficult to persuade GPs to accept the opportunities offered by new health facilities, such as those sometimes proposed as part of a new housing development. In reply, the Head of Estates, SHCCG, indicated that there could be several factors: availability of the workforce; efficient use of any new estate by GPs responsible for the cost of its ownership; historical lack of co-ordinated planning of GP practices' estate, with GP practices run as individual businesses; a previous shortage of capital within SHCCG; and the benefits to patients of fewer sites with a multi-disciplinary team of specialists.
- In reply to questions, the Head of Estates, SHCCG, updated the meeting on the progress of proposals to address longstanding issues at two GP practices, over five sites, in North Guildford. He indicated that the COVID pandemic had delayed the process and the aim was to achieve approval of a business case for change by December 2021, with full public consultation following. He indicated a likely completion date of late 2023 for the North Guildford Estates plans.
- The Head of Estates, SHCCG, indicated that the Council had been involved in considerations of the North Guildford Estates plan and new housing developments.
- In response to a member of the Committee asked about the retention of GPs, the Head of Estates, SHCCG, and the Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, referred to the benefits of a healthy workplace and workforce. The Head of Estates, SHCCG, suggested that the quality of working environment and property ownership issues were factors in GP retention. The Deputy Director of Guildford and Waverley ICP, SHCCG, indicated the need to plan for an upcoming spike in the number of GPs retiring.
- The Head of Primary Care Contracting, SHCCG, advised the Committee that she was not aware of any application for the closure of Wodeland Surgery in the Guilddowns Group Practice. The Head of Estates, SHCCG, indicated that the options and proposals for North Guildford were yet to be defined.
- In response to a question, the Deputy Director of the Guildford and Waverley ICP, SHCCG, advised that digital poverty was recognised as an issue and that online service delivery would not replace face to face communication with patients. The Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, confirmed that some GPs were exploring how to do annual health checks. She indicated that annual health checks were a priority for the CCG and additional funding had been made available to incentivise their delivery by GPs.
- In reply to questions about the accessibility of services to members of the public unable or unwilling to use digital services, the Head of Primary Care Commissioning & Development, Guildford and Waverley ICP, confirmed that the approach would not be digital by default. The meeting was informed that existing approaches to service delivery would be maintained and the introduction of online services would be additional. The Head of Primary Care Contracting, SHCCG, informed the meeting of work undertaken with Healthwatch Surrey to encourage communication with those patients not engaging with digital services.

Agenda item number: 3  
Appendix 1

- In response to a question about the accessibility of a super-surgery model of provision, the Deputy Director of Guildford and Waverley ICP, SHCCG, indicated that the process was still at the scoping stage and patients' need would be paramount. The Head of Estates, SHCCG, indicated that the CCG recognised the possible significance of transport as an element in any proposed model.
- The Head of Primary Care Contracting, SHCCG, advised the Committee that patient feedback suggested maintaining continuity of care could be a concern for some patients while for others the advantages from a bigger GP practice was more significant. In addition, she advised that registered patients could request to see a particular GP of their choice.
- The Deputy Director of Guildford and Waverley ICP, SHCCG, informed the meeting that normal winter pressures were expected to cause an increase in non-elective emergency care in January.
- In reply to a question, the Committee was advised that the uptake of flu vaccination by pregnant women was lower than the previous year and, while data issues might be partly responsible, there would be a communications campaign to help address this.
- The Head of Estates, SHCCG, confirmed to the meeting that proposed housing developments were included in the planning of primary care delivery for central Guildford and North Guildford.

The Chairman thanked the representatives of SHCCG for attending the meeting to present the Primary Care update to the Committee and answer questions. Summarising, he indicated continuing support from Councillors for both the transformation of primary care by the NHS in the Borough and for the NHS generally.

The meeting finished at 9.25 pm

Signed .....

Chairman

Date .....

Overview and Scrutiny Committee Report

Ward(s) affected: All

Report of Director of Services Delivery

Author: Charlotte Brindley (Contracts Officer)

Tel: 07890 592023

Email: Charlotte.Brindley@guildford.gov.uk

Lead Councillor responsible: James Steel

Tel: 07518 995615

Email: james.steel@guildford.gov.uk

Date: 19 January 2021

## **Review of the annual report and monitoring arrangements for the operation of the G Live contract 2019-20**

### **Executive Summary**

This report provides a summarised overview of the performance of the contractor operating G Live during the ninth year in a ten-year contract term. The period covers 1 October 2019 to 30 September 2020; however, due to the COVID-19 pandemic, G Live was forced to close in March. This report therefore mainly focuses on the performance of G Live during the five and a half months of operation (1 October 2019 to 16 March 2020).

The Council entered into a 10-year contract with HQ Theatres Guildford Limited (HQT) to operate and manage G Live on 12 August 2011. In the contract agreement, HQT is required to optimise commercial and hospitality income in G Live as well as provide different genres of entertainment. HQT's annual report on the operation of G Live during 2019-20 can be found at Appendix 1.

Prior to the building opening, key performance indicators were set out on what was thought to be the desired balance between the provision of: classical music, co-promotions, dance, rock, pop, folk, jazz and world concerts, comedy/spoken word, children's family entertainment, sport and others. The performance indicators for the previous five contract years are shown in section 4 of this report and in more detail on page 16 of the G Live annual report at Appendix 1. Despite the venue only operating for five and a half months during the contract year, G Live's performance during that period was favourable. Last year was G Live's best financial performance yet, and HQT were on track to build on that, with an even stronger start to the year.

G Live remains closed until at least January 2021. The coming years will be a true test on the industry as it recovers, adapts and as customers seek to gain confidence in returning after what has been an unprecedented year.

A sub-group of five councillors volunteered to represent the Overview and Scrutiny Committee to consider the G Live annual report in detail. The minutes of the annual

report presentation that took place via Microsoft Teams on 11 December are included in Appendix 2.

The Council pays a management fee in monthly instalments for the operation of the venue that is fixed at £328,596 per annum for the ten-year life of the initial contract. Any net income that is generated over that break-even point is referred to as a surplus and is divided between the operator (80%) and the Council (20%). Last year (2018-19), a record surplus of £350,092 was made, and the element returned to the Council was £70,018. This was a significant year, as this was the first time ever that a small, genuine operating profit was made of £21,497 (i.e. excluding the fixed management fee). Despite G Live only being in operation for just less than 6 months during 2019-20, a surplus of £298,342 was made of which the Council's 20% share will be £59,686.

The Scrutiny sub-group were pleased with the performance of the venue and the operator during this difficult period.

**Suggested items for the Overview and Scrutiny Committee to consider**

- (1) Councillors may wish to comment on the performance of HQT in relation to the operation of G Live over the reduced period, and their arrangements for the venue going forward.

**Is the report (or part of it) exempt from publication? No**

**1. Purpose of Report**

- 1.1 To provide a summarised overview of the performance of the contractor operating G Live for the contract year period 1 October 2019 to 30 September 2020, taking note that there were no staged public events or performances since 16 March 2020 due to the closure associated with the COVID-19 pandemic. This is the ninth year in a ten-year contract term.

**2. Strategic Priorities**

- 2.1 The provision of the services detailed within this report support the Corporate Plan in respect of the Community theme in enhancing sporting, cultural, community, and recreational facilities:
- by attracting visitors to the borough and making Guildford a more attractive place in which to live. The venue offers a range of employment opportunities and facilities that businesses need.
  - through providing an enhanced cultural and entertainment offer in an attractive, vibrant town.

**3. Background of the contract**

- 3.1 The Council entered into a 10-year G Live Operator Agreement with HQ Theatres Guildford Limited and QDOS Entertainment PLC (HQT) on 12 August 2011. This contract, which deals with the operation and management of G Live, is due to expire on 30 September 2021.

- 3.2 The Council also granted a lease of the G Live premises to HQT for a period of 10 years at a peppercorn rent. This lease also expires on 30 September 2021.
- 3.3 Due to the impact of the pandemic and the uncertainty that surrounds it, consideration is being given to potentially extend the existing contract as opposed to going out to market. These discussions are only at the early stage since we are still in the midst of the pandemic and the venue is still closed.
- 3.4 The venue consists of main concert space capacity of 1,031 people seated, 1,700 standing, and a second space seating for up to 100. In addition, there are hospitality and meeting rooms.
- 3.5 In the contract agreement, HQT is required to optimise commercial and hospitality income in G Live as well as provide different genres of entertainment. Key performance indicators set out what was thought to be the desired balance between the provision of: classical music, co-promotions, dance, rock, pop, folk, jazz and world concerts, comedy/spoken word, children's family entertainment, sport and others.
- 3.6 The original KPI targets prepared at the start of the contract were based on an unopen venue and without the benefit of recent information on the performance of a suitably equivalent venue in Guildford. These KPI targets have shown themselves to be of limited value compared to comparing performance against previous years. The performance indicators (which have been significantly affected this year as a result of COVID-19) are shown in section 4 of this report and in more detail at page 16 of the G Live annual report at Appendix 1.
- 3.7 The venue has now over nine contract years' history and is an established venue in the marketplace and the comparison against previous years' results is a much better indicator of performance; although this year is more difficult to compare having only been operational for five and a half months. As a direct comparison could not be made this time with previous years, a table has been produced to compare the financial performance over the first 6 months of operation (October – March) for 2019-20 against the same months in last year's 'record' year. This can be found in section 4 of this report.
- 3.8 G Live is reliant on touring product, so promoters will either hire the venue or enter into an agreement for a percentage share of the box office. Promoters will seek to share the risk (i.e. share the box office proceeds) where they believe there is a risk the production may not do as well as anticipated. As G Live has matured, more promoters have looked to hire the venue at a fixed cost.

### **Overview of the existing monitoring arrangements**

- 3.9 The contract is monitored by the Leisure Services Client Team. A summary of the 'usual' (i.e. pre-covid) formal monitoring arrangements are as follows:
- Monthly client monitoring meetings with the venue's Director using a structured agenda to discuss the operation and management of the venue
  - a quarterly client monitoring meeting attended by the venue's Director and HQT's Regional Director, the relevant Lead Councillor and the Director of Service Delivery using the same agenda as above. Scrutiny sub-group

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members are also invited to the mid-year (i.e. March/April quarterly meeting); however, this did not take place this year due to the COVID-19 pandemic.

- the annual report is presented to a separate meeting with the same attendees as the quarterly monitoring meeting plus the five Scrutiny sub-group members.
- the venue's Facilities & Building Manager has monthly meetings with the Council's Asset & Properties Manager to discuss the technical aspects of the venue.

3.10 Minutes are prepared in respect of all issues discussed at these meetings. The formal monthly client monitoring meeting includes a report on the outcomes and, where appropriate, will discuss any outstanding issues. Officers consider that HQT are meeting their obligations under the contract.

3.11 During the unique circumstances brought on by COVID-19, the client team maintained regular contact with HQT throughout the closure to keep updated on HQT's building hibernation plans and potential re-mobilisation plans.

#### 4. Performance of the Contractor – Key Performance Indicators

KPI	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	KPI	Variant	Notes
Main Hall Live programme No of shows	169	205	203	198	91	250	-159	Exc. get ins, rehearsals & non perf. events such as beer festivals
Main Hall Community Events	136	166	173	125	62	15	47	Inc. Hillsong services on Sundays
Main Hall non performance events	51	49	47	67	19	-	N/A	Get ins, rehearsals & hospitality events
Total main hall event activity	356	420	423	390	172	265	-93	
Main hall attendance	198,900	230,527	246,492	258,022	136,185	161,257	-25,072	
Non-main hall hospitality events STUDIO	40	49	25	29	19	125 to 156*		Studio only. * KPI tolerance 20% permissible
Other hospitality events	128	167	171	182	126			All other spaces
Education projects	230	212	275	263	142	100	42	
Main hall dark days	85	64	67	57	199	80	52	
Customer								90% KPI is

KPI	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	KPI	Variant	Notes
service								
Show/event	98%	99%	98%	99%	n/a	90%	n/a	based on rated good /very good
Service/staff	95%	93%	93%	94%	n/a	90%	n/a	
Facilities	94%	97%	95%	93%	n/a	90%	n/a	Main bar & pre-show cafe
Booking/info	92%	91%	93%	92%	n/a	90%	n/a	
Catering/ hospitality	66%	65%	66%	67%	n/a	90%	n/a	
Combined	89%	89%	89%	89%	n/a	90%	n/a	

- 4.1 The table above shows the contractual key performance indicators from the operator agreement, covering the last five contract years. The performance for the full nine years can be found on page 16 of the Annual Report at Appendix 1.
- 4.2 In order to draw a more direct comparison, the table below shows the financial performance between October and March 2019-20, against the same months in G Live's strongest performing contract year, last year.

	Oct to Mar (2019-20)	Oct to Mar (2018-19)	Variance
<b>REVENUES:</b>			
Theatre Rentals	271,915	297,631	-25,716
Ancillary Spaces	6,696	0	6,696
Ticket Sales	978,430	848,869	129,561
	<b>1,257,041</b>	<b>1,146,500</b>	110,541
<b>THEATRE COSTS</b>			
Artist Fees	733,582	644,766	88,816
Royalties	8,734	16,566	-7,832
Performing Rights Society	11,358	9,401	1,957
Credit Card Commission	11,278	13,511	-2,233
	<b>764,952</b>	<b>684,244</b>	80,708
Theatre Gross Profit	492,089	462,255	29,834
Gross Profit %	39%	40%	
Total Other Income	325,301	338,658	-13,357
Total Hospitality Contribution	171,736	120,825	50,911
Total Revenues	<b>989,126</b>	<b>921,737</b>	67,389
<b>THEATRE OVERHEADS:</b>			
Total Staffing Costs	425,672	329,747	95,925
Total Administrative Costs	258,357	319,716	- 61,359
Total Capex	13,010	6,275	6,735
Total Utilities	80,577	83,020	-2,443
Total Theatre Overheads	<b>777,625</b>	<b>738,756</b>	38,869
Surplus/ (Deficit)	211,501	182,979	28,522
Subsidy	164,298	164,298	-
Total Surplus/ (Deficit)	<b>375,799</b>	<b>347,277</b>	28,522

- 4.3 The performance of the first half of 2019-20 was exceptional and G Live was well on track to exceed last year's record performance.

**5. Scrutiny sub-group monitoring process 2019-20**

- 5.1 Five Councillors volunteered to represent the Overview and Scrutiny Committee to consider the G Live annual report in detail; namely, Councillors Colin Cross, Graham Eyre, Tom Hunt, Ramsey Nagaty, and Pauline Searle. This 'Scrutiny sub-group' were invited to the annual report presentation by HQT. Prior to this, those councillors that were available attended a detailed briefing and discussion (held remotely) on the contract from the Leisure Services Client team with Councillor Steel.
- 5.2 There was strong attendance this year at the remote presentation of the Annual Report on 11 December 2020. The Lead Councillor and four sub-group Councillors attended the presentation by the Director, Derek Aldridge, who covered the performance by HQT during, what has been, an unprecedented year. The minutes of the presentation were circulated afterwards, to allow for any further questions or comments to be made, including by the few who were unable to attend.
- 5.3 The councillors considered the contents of the report and asked a number of questions covering a variety of topics. The minutes of this meeting are at Appendix 2. Some of the questions asked were around the financial impacts of the closure and the implications of this on subsequent years' performance and pricing. Councillors also asked for updates on proposed refurbishment projects investment, as well as future arrangements for the building to enable a Covid-secure opening.
- 5.4 The Scrutiny sub-group:
- were pleased with the performance of the venue and the operator during this difficult period.
  - recognised that the venue was heading for an outstanding year until the pandemic required the venue to be closed in March.
  - felt that the operator had behaved appropriately during the shutdown and recognised that HQT were preparing carefully for the re-opening of the venue when the pandemic eases.
  - felt that strong, ongoing communication with the customer was the best way to ensure a successful return.

**6. Financial Implications**

- 6.1 All income and tariff receipts at G Live are the property of HQT (subject to the agreements with the promoters) i.e. HQT keep the income attributable to the venue from hires, bookings and ticket sales and secondary income (such as catering, refreshments, programmes, souvenirs etc.). The Council pays a management fee in monthly instalments for the operation of the venue that is fixed at £328,596 per annum for the ten-year life of the initial contract.
- 6.2 Any net income that is generated over that break-even point is referred to as a surplus and is divided between the operator (80%) and the Council (20%). The latest year's figures for 2019-20 provide a surplus of £298,342 of which the element returned to the Council will be £59,686.
- 6.3 The financial performance for this contract year was driven by a strong performance during the first six months of operation. The second six months of

the period, the venue was closed and in line with the government guidance set out in Procurement Policy Note (PPN) 02/20, the Council made additional monthly support payments to ensure the ongoing viability of the contractor. These monthly payments were in addition to the management fee and this funding will be carried forward to ensure the venue is suitably prepared for customers to return at the appropriate time.

## **7. Legal Implications**

- 7.1 Section 3 of the Local Government Act 1999 requires that the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Reviewing and where required monitoring the Council’s contractual approach is an important way in which that obligation can be fulfilled.
- 7.2 Any formal changes to the current contractual arrangements will have to be agreed with HQT and varied by agreement.
- 7.3 As the Overview and Scrutiny Committee has no decision-making powers, any recommendations that may arise would need to be referred to the relevant decision-making body of the Council for a decision.

## **8. Human Resource Implications**

- 8.1 There are no HR implications arising from this report.

## **9. Suggested items for Overview and Scrutiny to consider**

- Councillors may wish to comment on the performance of HQT in relation to the operation of G Live over the reduced period, and their arrangements for the venue going forward.

## **10. Conclusion**

- 10.1 The Scrutiny sub-group received suitable background information and briefing sessions and followed a robust process to review the annual report of the operator at G Live.
- 10.2 The latest year’s figures for 2019-20 provide a surplus of £298,342 of which the element returned to the Council will be £59,686.
- 10.3 The Scrutiny sub-group were pleased with the performance of the venue and the operator during this difficult period. It recognised that the venue was heading for an outstanding year until the pandemic required the venue to be closed in March. The group felt that the operator had behaved appropriately during the shutdown and recognised that HQT were preparing carefully for the re-opening of the venue when the pandemic eases. The group felt that strong, ongoing communication with the customer was the best way to ensure a successful return.

## **11. Background Papers**

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None.

**12. Appendices**

Appendix 1: G Live Annual Report 2019-20

Appendix 2: Minutes of Annual Report Presentation 11 December 2020

# Annual Report

2019/2020

Contract Year Nine



IN PARTNERSHIP

**136,185**  
 attendances  
 in just  
 6 months

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## Annual Report

2019/2020

Contract Year Nine

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# 1. Purpose of report

This report is a summary of G Live's ninth full year of activity and sets out the venue's performance against the specific performance indicators in the Operator Agreement between HQ Theatres & Hospitality (HQT&H) and Guildford Borough Council (GBC).

The reporting period is 1 October 2019 to 30 September 2020. The venue was in full operation for the first five and a half months of this period but has been not staged public events or performances since 16 March 2020 due to the Covid-19 pandemic and requirement to avoid mass gatherings.

The basis of the report is the performance, community and corporate events activity as reported to GBC at the Monthly Service Review Meetings (MSRM) held since the commencement of the contract.

G Live's Director has presented monthly summary reports as follows;

- The live programme, including final ticket sales
- Financial summary for the wider business
- Creative learning/community activity
- Marketing activity
- A summary of hospitality activities
- Building related issues and health & safety

In addition, further detail of the venue operation and matters of mutual interest have been reported at the quarterly review meetings between HQT&H and GBC. This process is concluded each year with the Annual Review Meeting and the presentation of this Annual Report to GBC's Overview and Scrutiny Committee.



## 2019/20 at a glance

# 2. Executive Summary

This has been an exceptional year for G Live, the live event industry and the country as a whole

To borrow a well-used phrase from the sporting world, the year was very much a 'game of two halves'.

From 1 October 2019-15 March 2020, G Live continued to attract world-class events and strong audiences - the attendances of main hall events grew by 4% compared to the same period in 2018-19.

The mix of dazzling performances; enriching community events; corporate conferencing; parties and banquets made G Live the place to be and has demonstrated the superb flexibility of the building. The momentum built over the previous eight years was leading to the busiest year ever.

But from Monday 16 March 2020... everything changed. It was on that day that the Prime Minister announced to the country that "you should avoid pubs, clubs, theatres and other social venues". HQ Theatres & Hospitality, along with the vast majority of the live entertainment industry, immediately closed all venues until further notice.

For the remainder of the contract year, G Live has remained in hibernation and events have been cancelled or postponed until 2021. Clearly this has presented numerous challenges from a scheduling, staffing and customer perspective. Nonetheless, we are delighted with how many of the ticketholders affected have agreed to retain tickets for rescheduled events and accept vouchers for cancelled events.

90% of customers for rescheduled events have retained their tickets and 72% of customers with tickets for cancelled events have accepted G Live vouchers for use against a future event of their choice.

This report sets out both sides of the year - it is both a celebration of the many achievements of G Live and a testament to the actions taken to protect the venue and the staff for long-term success when it is possible for this magnificent venue to once again bring people together to share experiences.



# 3. Programme Balance and Range

## Main Hall Activity

The activity in G Live's Main Hall is illustrated in detail in the table below. The Operator Agreement's indicative number of performances in each category is a benchmark against which to measure the weight of G Live's programme.

As with all venues that present touring work, the programme of performances is subject to the availability of product of a suitable scale and the alignment of the

venue's date availability with the routing of tours to peer venues.

Whilst G Live can influence product selection and position itself within the industry to programme the full range of genres and shows included in the Agreement, it is generally unable to create new product from scratch and is, therefore, subject to the outside forces of touring and industry fluctuations of artists/product availability.

Code	GBC Target	Actual	Attend	% of GBC Target
Children/Family	31	9	3647	29%
Classical Music	18	7	4727	39%
Comedy/Spoken Word	45	24	20757	53%
Dance/Musicals	42	9	6117	21%
GPO	4	0	0	0%
Others	6	2	1335	33%
Rock/Pop Standing	14	9	12374	64%
Rock/Pop/Jazz/World	84	28	23099	33%
Sport	6	3	1169	50%
Community	15	62	56991	413%
<b>Sub-total</b>	<b>265</b>	<b>153</b>	<b>130216</b>	<b>58%</b>
Get in/Get out/Prod/Reh		5		
Internal Events		0		
Rehearsals		0		
<b>Sub-total</b>		<b>5</b>		
Conference		4	2782	
Dining/Banquet		8	2215	
Exhibition		0	0	
Hospitality Other		2	972	
<b>Sub-total</b>		<b>14</b>	<b>5969</b>	
<b>Total</b>	<b>265</b>	<b>172</b>	<b>136185</b>	<b>65%</b>
Dark Days	28			

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Guildford can be very proud of the quantity and quality of the programme and the fact that the venue welcomes high-profile entertainers and local performers alike.

The value of ensuring that community events are at the heart of G Live is a testimony to HQ Theatres & Hospitality's commitment to venues being truly local and inspiring future generations through the opportunity to experience performing in a professional environment.

## Programming highlights

### Children's and family entertainment

At the heart of the programming philosophy of G Live is the commitment to ensure that ALL members of the communities in Guildford and the surrounding areas have a relationship with the venue. The best way of achieving this is by establishing that relationship as early as possible and our programming of performances for children and families is therefore of paramount importance.

In the six months between October and March, G Live staged **Peppa Pig, In The Night Garden** and **Singalonga Greatest Showman** as part of our work aimed at families.

This was complemented by musical concerts by **Southern Pro Musica** aimed at schools and families where, alongside experiencing the joy of live music, children could learn directly from musicians and play instruments themselves.

In December, the annual **Rudolph Rave** took place. This fun Christmas party is held in the afternoon and is aimed squarely at

families, giving them the opportunity to spend time together having fun!

It is so often the case that memories of experiencing entertainment are the strongest a child can have and it is wonderful that G Live has provided this for so many.

### Classical Music

G Live once again staged an International Concert Series and all but two of the series had taken place prior to lockdown. **Flanders Symphony Orchestra, Moscow Philharmonic Orchestra** and the **Swedish Philharmonia** all made G Live one of the venues they visited in the UK and audiences were extremely healthy for all of them.

There were also two concerts by the **Royal Philharmonic Orchestra** including, in November 2019, a complete sell-out celebration of British music featuring Vaughan Williams, Elgar and Handel.

G Live further expanded the classical music on offer with the spectacular **New Year Johann Strauss Gala** in January and the return of live opera in February when **Puccini's Madama Butterfly** drew large crowds.

Locally produced classical music could be heard loud and clear with both **Vivace Chorus, Guildford Choral Society** and **Guildford Symphony Orchestra** performing to over 3,000 people. These numbers are counted under the Community code but feature classical music at most of the concerts.



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*We are proud to enable locally produced community work to take place alongside national and international touring shows*

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**Comedy**

This category includes Spoken Word events and 'Audience With...' style shows alongside the traditional stand-up comedy for which G Live is one of the leading venues in England.

Although only able to stage performances for half of the contract year, the sales for comedy achieved 80% of the attendances for this genre in the previous year.

Famous names such as **Ben Elton, Jimmy Carr, Josh Widdicombe, Rhod Gilbert, Ben Fogle** and **Dick and Angel Strawbridge** all brought sell-out shows to G Live.

**Frank Skinner** selected G Live to be the venue for the press night of his brand new tour and such was the popularity of **Rob Beckett** and **Adam Kay** that they staged second performances of their acclaimed shows to meet demand.

G Live was particularly proud to host no fewer than three consecutive performances by **John Bishop** in February as the comedian warmed-up for what should have been a large national arena tour.

G Live also continued to work with Surrey-based Gag House Comedy to present a mixed-bill large-scale comedy show in January 2020.

**Dance and Musicals**

At the heart of the dance programme was the productions of the **St Petersburg Ballet** over the festive period. 3,000 tickets were sold to families and loved ones who chose to spend part of their Christmas celebrations

at G Live witnessing the magic of live entertainment.

The stars of **Strictly** also took to the stage with sold-out shows by **Karen & Gorka** and **Anton & Erin** before the global pandemic cruelly curtailed the busy Spring season that would have presented even more commercial dance extravaganzas.

**Music**

Music, in its widest sense, is involved with everything that G Live is best known for and the range of music performed - from symphony orchestras to DJ club nights - means the venue attracts as many people as possible from the local area and the wider region. G Live's reputation as one of the most welcoming and smartest places to watch concerts is firmly cemented and it is a privilege to see music fans, old and new, flocking to the venue.

The large, standing music gigs of 2019-20 included performances by **Squeeze, OMD, Scouting For Girls** and **Happy Mondays**. One of the aspects of these concerts that was most pleasing was the multi-generational appeal of a trip to G Live. Unlike many other venues G Live is somewhere that parents and youngsters can attend a gig safely together and spend precious family time.

The music programme was further enhanced by intimate concerts by a wide range of artists including **Midge Ure, Lulu, Lloyd Cole, Lisa Stansfield, Jools Holland, Sophie Ellis-Bextor, Adam Ant** and **Paul Carrack**.

The legendary band **Hawkwind** played G Live as part of their 50th Anniversary tour and we were excited to welcome some audience members who remembered their first visit to Guildford Civic Hall half a century ago.

**BBC Big Band, Bjorn Again, Ronnie Scott's On Tour** and the **Ukulele Orchestra of Great Britain** were just a handful of the other diverse musical performances that were enjoyed by thousands of audience members.

**Paul Jones** once again took to the stage in January for the charity Prostate Project - this star-studded musical evening, featuring amongst others **Paul Weller**, raised an amazing £35,000

**Community Events**

It is with great pride that G Live presents locally produced work alongside national and international performers in the main hall. The local work is integral to G Live's identity and the ambition is that all audience members could perform on stage and all local performers would be audience members.

The local producers and event organisers can also take great pride in the quality of what is produced on stage and how much it is enjoyed. It has been particularly poignant to note how much local producers have missed the opportunity to stage events at G Live and the solidarity and support they have shown G Live since March.

Alongside the weekly services held by **Hillsong Church**, G Live also played host to the following during the contract year: **Farnborough College Graduation Ceremony, Vivace Chorus, Guildford Symphony Orchestra, ACM Graduation, Shakespeare Schools Festival, University Of Surrey One World Gala, Guildford Choral Society, St. John's School, Italia Conti Guildford, Rotary Club Schools Concert** and more.

G Live also hosts many events in the main hall that are not performances but might be functions, conferences or meetings. Information about these are within the Hospitality section of this report.

**Bellerby Studio and Reception Room Activity**

The Bellerby Studio and Reception Rooms (Glass Room, Comedy Room, Dance Room and Rock Room) continue to be well used by a huge number of events. The reception rooms were heading for a record year with one or more in use nearly every day of the year.

The breadth of the type of events and hirers of the rooms is remarkable - from large multi-national corporates to the local NHS Trust, from parent and baby groups to high-tech gaming companies.

G Live fulfils its brief by ensuring that it welcomes private sector, public sector and charity/third sector clients.

The Bellerby Studio regularly presents small-scale touring comedy and music productions as well as youth theatre work and in this contract year they have included: **Fern Brady, Desiree Burch, Andrew Lawrence, Elf Lyons, Boo Hewerdine, Keith James** and more.

At Christmas 2019, the Bellerby hosted 40 performances of the classic **Father Christmas Needs A Wee!** All performances sold out and received huge audience acclaim as pre-school children were introduced to live theatre - many for the first time.

**The 2019-20 activity is shown below:**

**Studio and Reception Room Activity**  
October 2019 - September 2020

Categories	Studio	Reception	Combined
Children/Family	91	95	186
Classical Music	-	-	0
Comedy/Spoken Word	18	-	18
Community	48	83	131
Dance	-	-	0
Education	20	57	77
Get-in/Get-out/Prod/Rehearsal	1	1	2
Internal Events	-	43	43
Music Other	4	-	4
Others	21	27	48
Sport	1	-	1
Studio Theatre	-	-	0
Teen Show	-	-	0
<b>Sub Total</b>	<b>204</b>	<b>306</b>	<b>510</b>
Conference	3	103	106
Dining/Banquet	1	1	2
Exhibition	-	2	2
Hospitality Other	15	20	35
<b>Sub Total</b>	<b>19</b>	<b>126</b>	<b>145</b>
<b>Total</b>	<b>223</b>	<b>432</b>	<b>655</b>

Figure 2. Studio and Reception Room Activity

## 4. Creative Learning



The Creative Learning department at G Live is integral to the venue's operation and works inter-departmentally across all spaces to develop partnerships and activities to achieve the below aims and objectives.

### Objectives

- To promote physical, emotional and mental wellbeing and creativity to members of the local community
- To adopt an 'Arts for All' approach to our programming and decision making
- To support and encourage collaborative partnerships with new and emerging artists

### Aims

- To engage schools and local community groups with our work and our venue
- To pass on experience of the creative industries, particularly focusing on hands on learning experiences
- To support local arts providers to work with young people at the venue and encourage mentoring opportunities where appropriate
- To create meaningful arts experiences for all age groups

2019-20 was proving to be an exceptional year for our Creative Learning activities and it is one of the biggest areas of regret that the team have not been able, currently, to fulfil all of their plans. One of the key drivers for this success was expanding the team to bring in a second member of staff to run events. Below, is a brief summary of the many and varied activities undertaken between October 2019 and March 2020.

### Local community partnerships

Throughout the year G Live have worked with **The Halow Project** to run a choir who meet regularly at the venue to practice. **Halow** is a community based charity supporting young people aged 16+ with learning disabilities. Watching, and listening to them grow in confidence and ability is a joy and, when safe, the choir will perform at G Live.

Other key partnerships have been with **TALK Surrey** who support people



recovering from strokes and **Sight For Surrey** who support people who have visual and hearing impairments. The groups have been welcomed to the building to meet and to experience arts workshops and tours. G Live has also worked to increase awareness of these charities and raise money for them.

### Work for children

In October and February, G Live staged half-term activities for children covering a huge range of arts and technologies. These included dance, computer coding and programming, illustrations, theatrical make-up and storytelling. The half term workshops are hugely popular, regularly selling out in advance, and are delivered by both the G Live team and a number of locally based freelance specialists.

In addition G Live has hosted two family fun days and numerous performances in the Bellerby Studio aimed at children. These productions are made by talented, up-and-coming, producers who are experts in their field.

### Work for teenagers

G Live is committed to providing a programme for teenagers and older children and was delighted to welcome the acclaimed theatre company **Paper Birds** with their production **Ask Me Anything** in February 2020. This show, inspired by real-life questions posed by teenagers, used music and theatre to create an exciting and dynamic production specifically for this age group. The creative learning team also provided opportunities for local young musicians to perform at the end of the show.

*G Live has continued to work with Gosden House School while launching a new formal partnership with Guildford County School*

## Ensuring Access

G Live Creative Learning have delivered a number of training sessions to staff and other local businesses regarding disability awareness and mental health training. These have proved invaluable as a resource to continually improve our knowledge and delivery to ensure G Live truly is a venue for everyone. In order to equip G Live with the skills to succeed we have joined forces with two of the most influential and important organisations in this field; Ramps on the Moon and Attitude is Everything. They will be auditing access provision at the venue and training and advising staff to improve knowledge and skills.

This year saw the launch of 'dance for dementia' events with movement and dance workshops specifically for people with dementia and their carers/companions.

G Live continues to provide space to **Gee You One** - theatre classes for young adults with additional needs.

## Schools partnerships

G Live continues to work with **Gosden House School** throughout the year, supporting the creative arts work of the teachers and pupils.

In 2019-20 a new schools partnership began with **Guildford County School** and in the first few months G Live staff worked with students on their playwriting skills and there are many activities planned both in school and at the venue.

G Live once again played host to **Shakespeare Schools Festival** where numerous local schools performed excerpts from the work of the Bard on the main stage at the venue. As well as the performances, the students worked with theatre professionals in the Bellerby studio to hone their skills.

## Tackling social isolation and loneliness

This year a new strand of Creative Learning was launched to encourage people of any age to come together to take part in creative activities. Completely free, and held in the G Live café, these monthly sessions are open to all and have covered lots of different activities including painting, colouring, Christmas card-making and many more. It has been very gratifying to see large numbers of people coming together to meet, relax and work together.

## Rooted - Mental Wellbeing Festival

G Live had organised a festival in May 2020 featuring shows, activities and talks on different aspects of mental health and wellbeing. Working in partnerships with several funders and groups this ambitious undertaking aims to break down taboos and barriers to discussing and talking about mental health. Needed more than ever it will be staged when we return!



# 5. Food, Drink & Hospitality

## Overall results

2019-20 saw G Live enhance its reputation as a provider of excellent hospitality services - as a retailer in the bars, café and increasingly popular Mezzanine Restaurant, and as a venue to be hired for major events, celebrations and parties.

In the period from October 2019-February 2020, footfall at G Live increased by **4%** compared to the same period in 2018-19. However the hospitality turnover increased by a very impressive **20%**.

## Retail

A key driver in this success was the promotion of pre-event dining where the combination of a wide choice of freshly prepared meals and the certainty of a private table for the whole evening proved a winning combination. The appeal of having your own space to return to at the interval and being able to avoid the crowds is going to only increase in a post-Covid environment.





The other most significant factor in the increase in sales to audience members was the consistent promotion and delivery of the pre-order service. Available via both the venue website and a dedicated app gives customers the ability to order drinks and snacks either for collection from the bar area or delivered directly to your seat. This queue-free option is popular for customers and means G Live is well-prepared for any scenario where delivery of food and drink is essential.

## Events

The quantity and breadth of the private and ticketed hospitality events staged at G Live was as strong as ever.

**Guildford Educational Partnership, Savills UK, Royal Surrey NHS Foundation Trust, Philips** all held large conferences in the main hall.

G Live staged gala dinners for **Enterprise Holdings, University of Surrey** and the

amazing 10th anniversary **Surrey Property Awards**.

There were also ticketed Christmas and New Year parties which saw over 1,300 people choose to eat, drink and celebrate the festivities at G Live. These events showcased the versatility and beauty of the venue at its best.

Throughout the year the G Live team brought a whole host of entertaining dining events to the Bellerby Studio and other rooms including **Hellfire Comedy Club nights, Tropicana disco events, comedy-themed dining events**.

All of the above events are crucial not only to the commercial success of G Live but to developing and deepening our links to the entire community. People who may not attend any shows or theatre also being able to use and benefit from this first-class facility is something everyone associated with the venue should be very proud of.



## Customer Service

The most important aspect of our food, drink and events operation is to deliver excellent service to all customers and ensure that nobody visits G Live once - but they return multiple times and spread the word of the great experience they had.

To monitor this G Live:

- Send post-event questionnaires to as many customers as possible
- Commission 'mystery guests' each month to attend and evaluate their experience
- Monitor TripAdvisor, Google and other peer-review and recommendation platforms to assess and respond to comments.

During the period October 2019-March 2020 the average overall score for the mystery visitor reports was **87.2%** - an increase of 6% on the same period in the prior year. This score is measuring the total

experience, from visiting the website and booking a ticket right through to departure.

Comments from our mystery visitors in this contract year included:

*"I would recommend and return to this venue as the experience was friendly and professional."*

*"The G Live website was excellent in providing clear, detailed information."*

*"The building itself was impressive."*

*"The restaurant was a great experience with good food and reasonable prices."*

**The average public review of a visit to G Live on social media was 4.54 out of 5 with two thirds of reviewers giving a perfect score.**

# 6. The Operator Agreement and Key Performance Indicators

The following table summarises G Live activity against the indicative targets set in the Operator Agreement.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	KPI	Variance
1 Main Hall Live Programme. No. of Shows.	180	188	193	164	169	205	203	198	91	250	-159
2 Main Hall Community Events	60	41	40	92	136	166	173	125	62	15	47
3 Main Hall Non-Performance Events	48	47	47	63	51	49	47	67	19	0	19
4 Total Main Hall Event Activity	288	276	280	319	356	420	423	390	172	265	-93
5 Main Hall Attendance	130,574	136,021	139,199	177,079	198,900	230,527	246,492	258,022	136,185	161,257	-25,072
6 "Non-Main Hall Hospitality Events STUDIO"	50	35	30	27	40	49	25	29	19	125	20
7 "Non-Main Hall Hospitality Events ALL OTHER SPACES"	97	66	105	59	128	167	171	182	126		
8 Education Projects	218	85	215	193	230	212	275	263	142	100	42
9 Main Hall Dark Days	114	115	116	91	85	64	67	57	199	80	119
10 Customer Service											
10.1 Show / Event		92%	97%	98%	98%	99%	98%	99%	n/a	90%	n/a
10.2 Service / Staff		92%	92%	93%	95%	93%	93%	94%	n/a	90%	n/a
10.3 Facilities		95%	94%	94%	94%	97%	95%	93%	n/a	90%	n/a
10.4 Booking / Info		89%	90%	89%	92%	91%	93%	92%	n/a	90%	n/a
10.5 Catering / Hosp		72%	75%	64%	66%	65%	66%	67%	n/a	90%	n/a
10.6 All above combined		88%	90%	88%	89%	89%	89%	89%	n/a	90%	n/a

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**G Live was on track for a record breaking year prior to the global pandemic. Figures in the table above represent just 5 and a half months operation during the contract year and the coronavirus outbreak has halted 8 years of continuous growth. However it is worth noting that despite only operating for 46% of the contract year the attendance was 53% of the total of 2018-19.**

The **Main Hall Live Programme (1)** is broadly in line with the number of performances in prior year. It is likely that had the full year taken place the final figure would have been lower than the 250 shows target per year but keeping live performances at this level enables

G Live to deliver its unique selling point, compared to other local venues, which is its flexibility to also stage conferences, banqueting, awards ceremonies and community events such as church services and school events.

Everybody associated with G Live can be justifiably proud of these community events which so thoroughly embed the venue at the heart of Guildford life and provide as many magical memories for people as the live programme itself.

**Total Main Hall Event Activity (4)** although vastly lower than any previous year is actually not very much lower than the original contract KPI - this includes the

range of **Main Hall Community Events (2)** and **Main Hall Non-Performance Events (3)**. The latter includes rehearsals, get-ins for the live programme and a range of banquets and hospitality events for which the main hall provides a prestigious backdrop.

The KPIs were set prior to G Live opening the doors and now provide 8 years of data of how the building has been used. This data shows both the way the business has been grown by the teams working at G Live and also how the building has been embraced by local people to stage a wider range of community events than was anticipated.

Guildford Borough Council have provided a resource for the local community - alongside being customers and audience members, local residents participate fully in events and even appear on stage themselves.

The **Main Hall Attendance (5)**, as noted above is higher than a similar period last year but only 15% lower than the KPI. These figures are achieved via the programme of events, set out in Section 3 of this Report, which embraces both mainstream commercial entertainment and more experimental works.

The annual target of 125 **Non-Main Hall Hospitality Events (6 & 7)** was exceeded by 20, despite being closed for half the year. The venue was open for the busiest time of the year and this included parties, functions and celebrations - some run as ticketed public events usually taking place in the Studio, and some private events. The appetite to stage an event at G Live is growing every year and, pleasingly, the repeat business is very strong with numerous hirers using the building on multiple occasions throughout the year.

The figure for **Education Projects (8)** was very high once again and reflects the scale and diversity of G Live's outward facing community work. Included in these figures are the numerous schools visits and partnerships (most notably with Gosden House and County schools), holiday workshops, youth theatre rehearsals,

training sessions and pre-show talks and open days run by the team.

The number of **Main Hall Dark Days (9)** is unsurprisingly at its highest ever figure - from 16 March until the end of the contract year G Live did not stage events or performances due to the Covid-19 pandemic. Initially this was due to the Government lockdown and subsequently due to producers and promoters having rescheduled events as they were not commercially viable with social distancing restrictions in place.

The **Customer Service KPIs (10)** are missing from this year's report as the Annual Survey had not been undertaken at the point that the venue closed and the staff took furlough leave. However a number of other customer satisfaction measurements are referred to in Section 5 of this report.

Overall the KPIs table tells a story of a venue growing each year and only stopped in its tracks by an unprecedented public health emergency. G Live is an asset to Guildford and will return as soon as possible to continue its growth and to provide a home for all local people to enjoy and participate in live events. The results over the October-March period are a credit to the team of staff and volunteers who work tirelessly at G Live. In fact, they do not only work at G Live, they care deeply about it and its success.

*Guildford can be very proud of the quantity and quality of the programme*

# 7. Impact of Covid-19 and Recovery Planning

In March 2020, HQ Theatres & Hospitality implemented a full closure of G Live – along with all theatres and venues across its estate – in line with government directives aimed at preventing the spread of COVID 19 and preserving life.

The vast majority of staff at G Live were enrolled in the Government's Job Retention Scheme and placed on furlough leave.

A small Business Critical Team has remained in post since the closure, and have been working towards ensuring the safety of the asset, and planning the works required for a phased partial re-opening, leading to full remobilisation.

The Business Critical Team are still, at the time of writing, working from home, with the local Facilities and Buildings Manager sharing their time between venue and working from home, working on building maintenance, compliance testing and also assisting implementing new systems in readiness for reopening the venues.

All essential safety systems – including fire alarms and intruder alarms – have remained serviced, certificated and monitored. Weekly recorded building checks have included testing of these systems. Non-critical systems – including stage engineering – will re-commence their servicing schedules when the venue re-mobilises.

A 3 phase approach has been developed to the recovery plan for G Live. These are:

- **Phase 1 – Hibernation**  
This critical phase covered the early stages of lockdown where the building had to be closed down and staff enrolled in the Job Retention Scheme. Contracts had to be renegotiated and the business re-engineered to ensure survival.

- **Phase 2 – Part Mobilisation**  
This phase has involved putting in place signage and rules to make it a Covid-secure workplace. The Facilities and Buildings Manager and Venue Director have worked to ensure the venue is well-maintained and relationships with hirers and producers continue to be developed. This phase also involves planning for socially-distanced events.
- **Phase 3 – Re-Mobilisation**  
This phase will involve the re-introduction of staff to the workplace and the re-opening of the venue to hold events and performances. It will involve the re-stocking of the bars, café and restaurant.

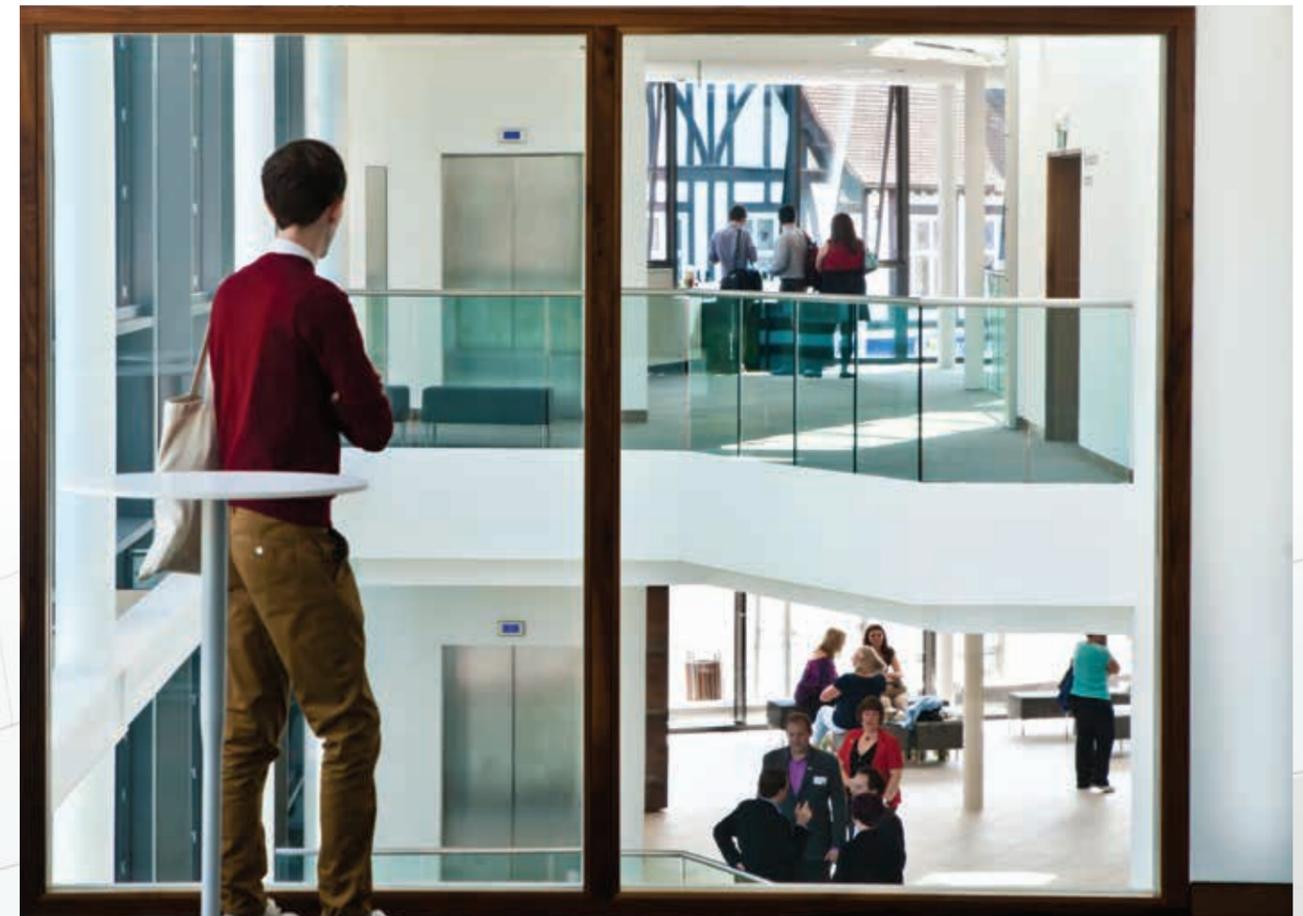
G Live is currently within Phase 2.

Each of these phases has been supported by a Return to Work Framework and a set of over-arching risk assessments covering both staff and asset, which have been consulted on and revised at all opportunities that lead to change.

## Guildford Borough Council

HQ Theatres and Hospitality would like to place on record our gratitude to Guildford Borough Council for their support and understanding in responding to this unprecedented business interruption. It is recognised that both HQT&H and GBC want to see G Live re-open successfully in a commercially sustainable and safe manner.

The supplier relief income received has assisted not only in ongoing overheads but also for investment in the costs of adaptations to the business required due to Covid-19 – eg. additional cleaning, ticket scanning infrastructure and additional staffing.



## Communication

Since March, G Live has ensured that staff members have been regularly communicated with and regular virtual meetings have been held amongst the Business Critical Team.

Externally, G Live's Venue Director has been working with promoters and event organisers to re-schedule events and work on the future programme for G Live. This has ensured that the 2021 diary is full of exciting events and shows that are expected to be commercially successful once social distancing restrictions have been lifted.

Communications with customers have been clear and visible throughout this period with the homepage of the G Live website updating customers on changes to shows and events. Outbound communication to ticketholders have given clear instruction to customers about their options for rescheduled events – to retain their tickets or request a refund – and for events that cannot be rescheduled – a credit voucher

for future use, a refund or to donate the value of their purchase to the venue.

It has been heartening to see that the vast majority of customers affected by cancelled events have opted for a voucher or to make a donation.

## Return of the workforce

From Winter 2020, staff members are beginning to return and will work from the venue or from home. G Live has enough space to enable Covid-secure working and one-way systems and clear signage has been put in place to ensure social distancing is followed.

The primary focus for returning staff is planning for the re-mobilisation of the venue, re-training of staff members and putting into place any changes required to the operation. It is expected the first public events will take place in early 2021, although this of course remains subject to change and dependent on Government advice.



## 8. Facilities and Health & Safety

G Live remains a fantastic asset for Guildford and the team take great care to ensure the building and facilities remain of a high standard despite the 'wear and tear' sustained from the exceptionally high numbers of people visiting the venue each year.

2019-20 has seen a number of improvements undertaken including:

- Introduction and implementation of a new cloud based asset management system, which tracks the status of all equipment, plant, and life critical systems. The period of closure has allowed many items to be tagged with a QR code system, which will allow the venue staff to raise an issue such as a blown light bulb directly from their phone or tablet, which then gets reported directly to the relevant department. It also improves the efficiency of tracking statutory compliance related procedures by the head office team, and improves oversight of the HQ suite of venues
- Further development and implementation of audit software which allows many previously paper based procedures to be carried out via portable devices. This reduces paper generation and waste, and streamlines a number of critical safety checks and procedures across all departments
- Upgrade to the venue WiFi networks, including improved performance for staff and visiting companies, a new landing page for public users, and a new technical network providing remote monitoring and control of the auditorium and backstage lighting systems.
- New power supplies installed into the loading bay, to improve provision tour buses and other vehicles.
- New radio paging system installed into the fire alarm, allowing key staff to receive location information in the

event of an emergency.

- Install of more CCTV cameras in key locations, adding to the security of the site and customers.
- General painting and decorating works
- Upgrades to the AV provision in the Seminar rooms, including large format LCD TVs with wireless connectivity, improving the conferencing facilities in those rooms.
- Investment in a new laser projector for the venue which can be used across theatre and hospitality events.

2019-20 has also seen G Live planning for its future beyond the current contract. This includes plans to refurbish and extend the Mezzanine Restaurant to be able to offer dining opportunities and exclusive tables to more customers.

G Live continues to work with RB Health & Safety Ltd to ensure the policies, procedures, training plans and risk assessments are in good order. It is imperative that not only is the building compliant with, but exceeds, all statutory requirements and that G Live is a leader in the industry.

RB audit the venue each year and undertake quarterly workplace inspections. The most recent inspection report, in November 2019, contained the following executive summary:

*"Another good inspection at G Live, with progress evident since the previous inspection and 17 outstanding actions cleared from the list. The venue appears to be clean, tidy, and in a good state of repair. One-to-ones with staff revealed no serious concerns or training gaps, and the inspection of specified areas yielded no significant hazards. The audit of specified paperwork was satisfactory, with all documentation on the portal up to date."*

# 9. Financial Performance

Please refer to the Annual Financial Summary on page 23 for the details of the monthly and total annual financial performance at G Live. It should be noted that HQT&H's statutory accounts are produced for the financial year period of April-March each year. The summary produced for this report is not audited and is therefore subject to change.

It is disappointing, but far from surprising, that G Live is announcing a lower level of profit than either of the two previous years. The fact that profit is being declared is a testimony to the strong levels of business in the first six months of the contract year, the strong actions taken to eliminate expenditure wherever possible since March and the support of central Government through the Job Retention Scheme. The ongoing support of Guildford Borough Council through continuing payment of contractual subsidy is greatly appreciated.

Please note that the Supplier Relief funding paid by Guildford Borough Council is not shown in the income for this contract year. This will show in Year Ten of the contract alongside the costs of re-opening G Live.

The profit is c.£298,432. This will therefore invoke a profit-share arrangement and the Council will receive a rebate of c.£59,686.

## Financial Results For Each Contract Year

Subsidy per attendee and per Guildford population

	Attendance	Overall Profit	Profit Share	Net Subsidy	Subsidy/Attend	Subsidy/Population
Year 1	130,574	£0	£0	£328,595	£2.52	£2.40
Year 2	136,021	£34,235	£6,847	£321,749	£2.37	£2.35
Year 3	139,199	£138,906	£27,781	£300,815	£2.16	£2.19
Year 4	177,079	£173,021	£34,604	£293,992	£1.66	£2.14
Year 5	198,900	£177,121	£35,424	£293,172	£1.47	£2.14
Year 6	230,527	£228,999	£45,800	£282,796	£1.23	£2.06
Year 7	246,492	£315,440	£63,088	£265,508	£1.06	£1.94
Year 8	258,022	£350,092	£70,018	£258,577	£1.00	£1.88
<b>Year 9</b>	136,185	£298,432	£59,686	£268,909	£1.97	£1.96

Fixed GBC Subsidy - £328,595  
Guildford Population - 137,200

The table above sets out the profit share and the subsidy per attendee/population figures.

HQT&H continue to invest in capital projects that will further refine the venue's future operation, service, safety and revenue generating opportunities.



## Year 2019/20 Operations

	ACTUAL OCT 2019 £	ACTUAL NOV 2019 £	ACTUAL DEC 2019 £	ACTUAL JAN 2020 £	ACTUAL FEB 2020 £	ACTUAL MAR 2020 £	ACTUAL APR-JUN 2020 £	ACTUAL JUL 2020 £	ACTUAL AUG 2020 £	ACTUAL SEP 2020 £	TOTAL ACTUAL OCT-SEP YEAR 9 £
<b>REVENUES</b>											
<b>THEATRE SALES</b>											
Theatre Rentals	53,244	66,913	48,398	41,366	41,227	20,767	-	-	-	-	271,915
Ancillary Spaces	-	-	-	-	2,124	4,572	-	-	-	-	6,696
Ticket Sales	169,078	165,577	203,170	93,288	223,835	123,482	-	-	-	-	978,430
	<b>222,322</b>	<b>232,491</b>	<b>251,568</b>	<b>134,654</b>	<b>267,186</b>	<b>148,821</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,257,041</b>
<b>THEATRE COSTS</b>											
Artists Fees	124,289	131,582	153,052	66,814	164,783	93,062	-	-	-	-	733,582
Royalties	6,220	-	1,695	-	820	-	-	-	-	-	8,734
PRS	2,136	2,296	1,614	3,190	(1,112)	3,234	-	-	-	-	11,358
Credit Card Commission	1,932	2,035	2,592	1,660	1,814	1,246	624	173	112	223	12,410
	<b>134,576</b>	<b>135,913</b>	<b>158,953</b>	<b>71,663</b>	<b>166,304</b>	<b>97,542</b>	<b>624</b>	<b>173</b>	<b>112</b>	<b>223</b>	<b>766,084</b>
<b>THEATRE GROSS PROFIT</b>	<b>87,745</b>	<b>96,578</b>	<b>92,615</b>	<b>62,991</b>	<b>100,881</b>	<b>51,279</b>	<b>(624)</b>	<b>(173)</b>	<b>(112)</b>	<b>(223)</b>	<b>490,957</b>
<b>GP %</b>	<b>39.5%</b>	<b>41.5%</b>	<b>36.8%</b>	<b>46.8%</b>	<b>37.8%</b>	<b>34.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>39.1%</b>
TOTAL OTHER INCOME	57,808	71,365	65,381	41,792	60,374	28,581	2,989	1,765	1,820	2,325	334,201
TOTAL HOSPITALITY CONTRIBUTION	18,628	61,394	52,184	28,782	29,080	(18,332)	(6,331)	(1,829)	(5,169)	(5,703)	152,702
<b>TOTAL REVENUES</b>	<b>164,181</b>	<b>229,337</b>	<b>210,180</b>	<b>133,565</b>	<b>190,335</b>	<b>61,528</b>	<b>(3,966)</b>	<b>(237)</b>	<b>(3,461)</b>	<b>(3,602)</b>	<b>977,861</b>
<b>THEATRE OVERHEADS</b>											
TOTAL STAFFING COSTS	69,769	69,624	74,902	77,133	70,811	63,443	42,825	18,350	21,741	27,568	536,166
TOTAL ADMINISTRATIVE COSTS	49,309	66,934	46,323	35,949	16,256	43,586	45,064	17,075	18,367	25,403	364,268
TOTAL CAPEX	3,117	-	2,479	-	-	7,414	-	-	-	-	13,010
TOTAL UTILITIES	16,917	14,938	15,028	13,531	6,812	13,351	6,991	2,374	1,710	2,929	94,580
<b>TOTAL THEATRE OVERHEADS</b>	<b>139,111</b>	<b>151,496</b>	<b>138,732</b>	<b>126,613</b>	<b>93,879</b>	<b>127,794</b>	<b>94,880</b>	<b>37,800</b>	<b>41,818</b>	<b>55,900</b>	<b>1,008,024</b>
<b>SURPLUS / (DEFICIT)</b>	<b>25,070</b>	<b>77,841</b>	<b>71,448</b>	<b>6,952</b>	<b>96,456</b>	<b>(66,266)</b>	<b>(98,846)</b>	<b>(38,037)</b>	<b>(45,278)</b>	<b>(59,502)</b>	<b>(30,163)</b>
<b>SUBSIDY</b>	<b>27,383</b>	<b>27,383</b>	<b>27,383</b>	<b>27,383</b>	<b>27,383</b>	<b>27,383</b>	<b>82,149</b>	<b>27,383</b>	<b>27,383</b>	<b>27,383</b>	<b>328,595</b>
<b>TOTAL SURPLUS / (DEFICIT)</b>	<b>52,453</b>	<b>105,224</b>	<b>98,831</b>	<b>34,335</b>	<b>123,839</b>	<b>(38,883)</b>	<b>(16,697)</b>	<b>(10,654)</b>	<b>(17,895)</b>	<b>(32,119)</b>	<b>298,432</b>
Council Share - 20%	10,491	21,045	19,766	6,867	24,768	(7,777)	(3,339)	(2,131)	(3,579)	(6,424)	59,686
G Live Share - 80%	41,962	84,179	79,065	27,468	99,071	(31,107)	(13,358)	(8,523)	(14,317)	(25,695)	238,745
	<b>52,453</b>	<b>105,224</b>	<b>98,831</b>	<b>34,335</b>	<b>123,839</b>	<b>(38,883)</b>	<b>(16,697)</b>	<b>(10,654)</b>	<b>(17,895)</b>	<b>(32,119)</b>	<b>298,432</b>

# 10. Economic Impact

## Economic contribution assessment

The estimated economic impact of activities at G Live into the Guildford borough economy during the reporting period was **£1.9m**.

The figure is subdued for a number of reasons:

- Closure, and therefore zero footfall, due to the coronavirus pandemic
- Furloughing of staff for half the period, suppressing the impact of staff wages spent locally\*
- Reduced number of performances, impacting local and visiting company spend on supplies and services.

\* The effect of ongoing furlough payments to staff members is not included, but will have had a supplementary impact on the local economy.

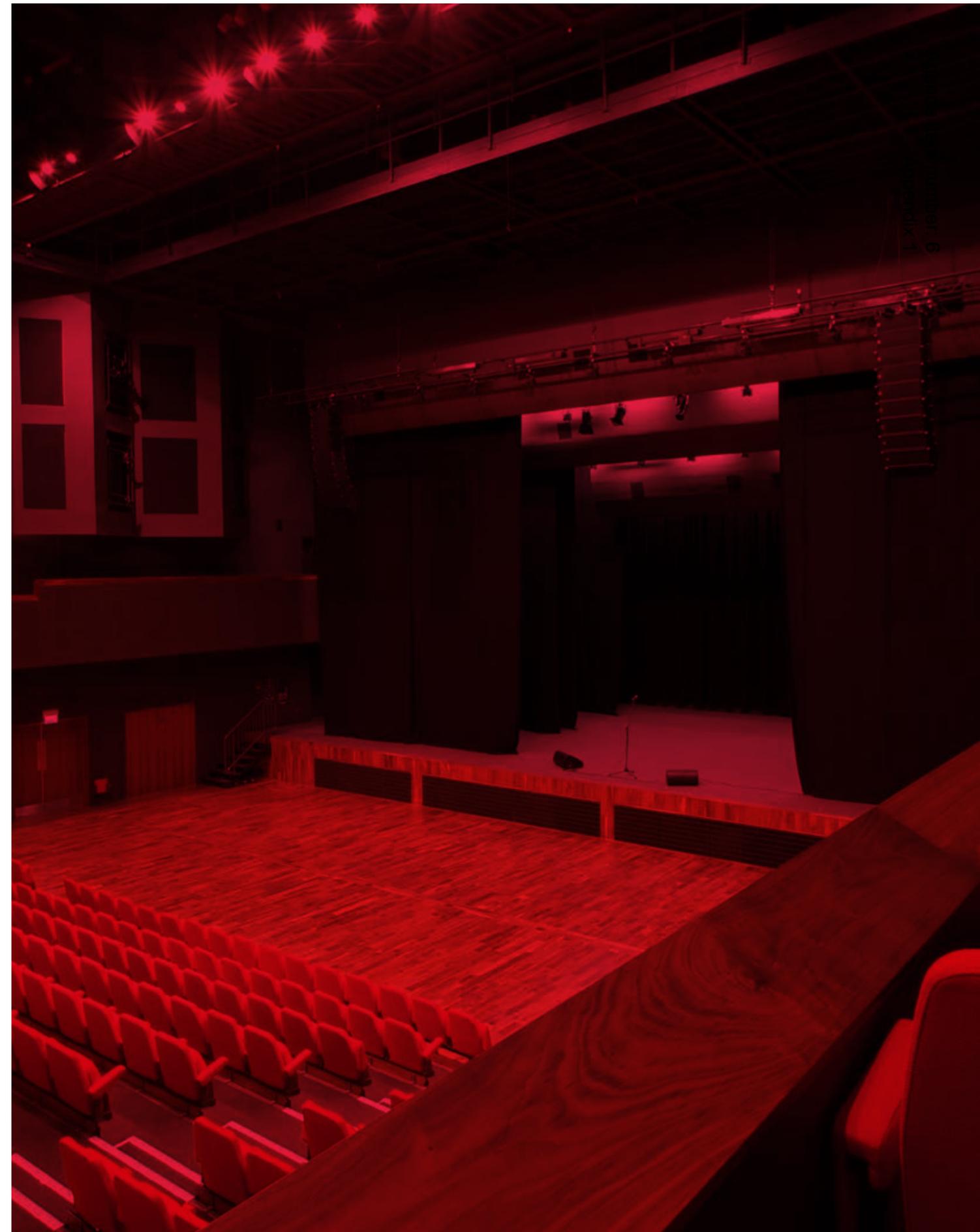
The following direct local economic contributors are factored into this assessment:

Economic Contributor	Description	Value (18-19)
Additional Visitor Spend	Spending by G Live visitors on items such as travel, parking, overnight accommodation, childcare and in local shops and restaurants in connection with their visit.	<b>£1,280,654</b>
Local Venue Expenditure	Purchase by G Live of goods and services through local businesses, shops and suppliers.	<b>£191,115</b>
Local Visiting Company Expenditure	Purchases made locally by G Live visiting companies and their personnel (artists, technicians, stage crew etc.)	<b>£112,500</b>
Staff Wages	The proportion of wages spent in the borough by G Live staff who live locally (on items like rent, accommodation, supplies and services and leisure pursuits).	<b>£329,608</b>
<b>TOTAL</b>		<b>£1,913,877</b>

The methodology used in this assessment is based upon Arts Council England's guidance documents *Measuring the Economic Benefits of Arts & Culture* and *Economic Impact Study of UK Theatre*. Figures included are net of VAT and have been adjusted for inflation where appropriate.

## Adjustments & Reductions

In order for this assessment to be credible we have made a number of adjustments in line with *Arts Council England* recommendations. These include reductions within the overall totals to allow for the effect of displacement and substitution (taking account of money spent at G Live that will not be spent elsewhere within the economy); the multiplier effect (taking account of money spent within the borough which is subsequently spent again in local businesses); and reductions for leakage and deadweight (to take account of expenditure connected to G Live which is spent outside the borough).





**For further information:**

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IN PARTNERSHIP

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**G Live Annual Report Presentation meeting**

**Friday 11 December 2020 at 17:00 (via Microsoft Teams)**

**Present;**

From GBC:

- Ian Doyle (ID)
- Jonathan Sewell (JBS)
- Charlotte Brindley (CB)
- Cllr James Steel (JS)
- Cllr Pauline Searle (PS)
- Cllr Tom Hunt (TH)
- Cllr Ramsey Nagaty (RN)
- Cllr Graham Eyre (GE)

From HQ Theatres;

- Alvin Hargreaves (AH)
- Derek Aldridge (DA)

ITEM		ACTION
<b>1.0</b>	<b>Apologies for absence</b>	
1.1	Apologies were received from Kevin Hopkins and Cllr Colin Cross.	<b>Info</b>
<b>2.0</b>	<b>Overview</b>	
2.1	<p>Prior to the presentation of the Annual Report by DA, AH provided an overview to HQ Theatre’s position.</p> <p>AH confirmed that HQT very much acknowledge the situation the sector finds itself in and that this is not a standalone situation in that many sectors are in the same situation. It is appreciated that local authorities are facing unprecedented challenges and are dealing with a whole host of difficult situations while also under increasing financial pressures. HQT is aware of the difficult decisions that will need to continue to be made.</p> <p>AH referred to the PM’s first announcement in March 2020, where the public were asked not to attend theatres. This was a very turbulent time while HQT had to try and quickly understand the impacts of cancelling and moving shows. In light of that, who knew 9 months later, there would still be such a high level of uncertainty.</p> <p>AH commented that HQT have done their very best to ensure continued open communication with the Council. Many decisions had to be taken reactively, quickly and as decisively based on the guidance and information available at the time. HQT have worked with GBC to ensure the asset is protected while the operational elements were ramped down as it entered hibernation.</p> <p>The landscape changes and continues to change so quickly, with everchanging timescales and guidance but HQT have protected the organisation as best as it could.</p>	<b>Info</b>

	<p>AH went on to explain that HQT set up a central business critical team to keep the cashflow in the business as much as possible and to reschedule shows (sometimes up to 4 times) in efforts to maintain the tickets and keep customers on board. AH commented how very supportive and understanding the audiences have been of the situation that G Live has found itself in. Many customers agreed to re-schedule over and over or agreed to take vouchers instead if they couldn't attend the revised date (as opposed to a refund).</p> <p>HQT Head office has worked tirelessly to identify support packages that HQT could rely on, such as the job security (furlough) scheme. HQT also applied to the DCMS for cultural relief funding for G Live but was unsuccessful for non-specified reasons. AH added that the two venues in HQT's portfolio that were both unsuccessful are in the south east and both venues are similar in terms of being light entertainment, music and comedy venues. In light of that, AH expressed gratitude to GBC for the supplier relief funding that has been put in place to assist HQT through this ongoing difficult phase.</p> <p>AH commented how one of HQT's priorities has been to look after its staff. AH commented how difficult it has been for everyone, and for many who work in this sector, their work defines what they do and this has been taken away. The business critical team have been in touch with the workforce routinely and regularly throughout and set up a digital hub with a variety of material such as entertainment, free training, useful resources, self-learning to help break up the days and ensure they maintain contact with the organisation and still feel that they are very much part of the HQT family.</p> <p>AH shared his optimism now that a vaccine has been established and there have been improvements in test and trace and role-outs of rapid testing. HQT are currently planning to re-open sometime between February and April next year and very much look forward to welcoming people back and see how this will be made possible. There is still a level of uncertainty and guidance is constantly being updated and as a result HQT's plans are constantly being reviewed. AH expressed how the next couple of months will be tough, and it is expected there will be tighter restrictions imposed following the ease of restrictions during the Christmas break.</p> <p>AH explained the type of investment that will be required in order to meet the needs for re-opening as safely as possible and to adapt to the changes in behaviour of the customers. Many will expect a cashless/ contactless operation and so the access systems and ticketing arrangements will need to be reviewed as well as all the other COVID measures that are required to be implemented.</p> <p>AH to handed over DA to run through the Annual Report.</p>	
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<b>3.0</b>	<b>Presentation of the Annual Report</b>	
3.1	DA explained that there were essentially 2 distinct halves of this 9 <sup>th</sup> contract year which runs from 1 October 2019 to 30 September 2020. The first half of the contract year (between October and March) was 'normal' operation, but the second half, there was no operation following the closure of the venue on 16 March. Despite this, DA was pleased to report that footfall was 4% up (against the same period last year) and the hospitality income was 20% higher, which meant that it was on target for its busiest year ever. G Live also managed to host 193 community events in just under 6 months of operation.	<b>Info</b>
<b>4.0</b>	<b>Main highlights &amp; Executive Summary</b>	
4.1	DA echoed AH comments in terms of how supportive and understanding customers have been, in fact 90% of customers have retained their tickets. Some haven't been able to be reschedule but 72% of those customers have accepted vouchers which means that there is a strong customer base who are keen to return to G Live.	<b>Info</b>
<b>5.0</b>	<b>Programme Balance and Range</b>	
5.1	<p>DA then described the programming for 2019/20. DA provided a summary to what was achieved within the main hall before the venue had to close in March. The table can be found on page 6 of the Annual Report.</p> <p>DA reminded the meeting that the Key Performance Indicators (KPI's) were set prior to the commencement of the contract in 2011 and are therefore not considered a good indicator of performance, and this year's figures will be even more out of step due to G Live only being open for just under 6 months. This can be demonstrated by the number of community events that have been achieved in the main hall (62) against a KPI of 15. After 9 years of operation, G Live is now very much established within the market and community events are an integral part of G Live.</p> <p>DA is pleased to report that 58% of the annual target for total number of events had been achieved for the 5.5 months of operation.</p>	<b>Info</b>
5.2	DA touched upon the programme balance for next year which is very strong and is broadly similar to previous years. DA commented that the diary is already very full. HQT have had some concerns that some genres (which are naturally reliant on the older demographic) would be impacted in terms of levels of attendance when the venue re-opens, however HQT have seen as much appetite to get out and see shows and have seen no evidence that older people were reluctant to attend in the initial stages of the pandemic.	<b>Info</b>
5.3	DA confirmed that the dance and musicals will be appearing at G Live again next year, with the Strictly Ballroom musical (moved from this year) ready to go ahead. There is plenty of live music covering all genres, booked in too.	<b>Info</b>
5.4	DA went on to describe the breadth of the community use, whereby Hillsong Church continues to be G Live's most regular	<b>Info</b>

	<p>user. G Live has hosted a variety of community events during the period, such as Farnborough College (Graduation), Vivace, Chorus, Guildford symphony Orchestra, ACM (Graduation), Shakespeare schools festival, University of Surrey, various schools, Guildford Choral society and many more. DA commented that G Live is not just a one-night entertainment venue but is very much a community venue and the users remain keen on booking for next year. DA added that the other rooms (studio and reception room) at G Live give great flexibility when staging events. A total of 655 events were held in 6 months of which HQT is very proud of.</p>	
5.5	<p>DA welcome questions on programme and balance of which there weren't any.</p>	<b>Info</b>
<b>6.0</b>	<b>Creative learning</b>	
6.1	<p>DA then went on to take the meeting through page 10 of the Annual Report which covers Creative Learning. DA commented that Creative Learning is at the heart of HQT, and certainly what G Live does well and in fact, HQT has doubled its CL workforce.</p> <p>Community partnerships last year include The Halow Project who run a choir during the school term. DA looks forward to work resuming on this as soon as HQT are able to do so.</p> <p>HQT have also partnered with TALK Surrey and Sight For Surrey with a variety of activities, such as workshops and social events to bring people together and combat isolation.</p> <p>There has also been various work for children, with October and February 2020 half term activities, which covered a whole range of activities (not just the arts). This included things like animation and Lego activities alongside traditional theatre activities. The broad programme of activities has ensured G Live stays competitive and has something different to offer compared to the other holiday programmes that are available in the borough. G Live has also hosted various family fun days and family/young children shows.</p> <p>DA confirmed that HQT has also been putting together a programme for teenagers and looks forward to doing more work with this group, as this represents a gap in the market.</p>	<b>Info</b>
6.2	<p>DA summarised what HQT have been doing to ensure G Live is as accessible as possible. A number of training sessions for G Live and other businesses have been enabled by HQT to raise awareness of mental health and improve their knowledge and skills. 'Ramps on the Moon' and 'Attitude is everything' will be auditing access provision of the venue and will be offering training and advice to further improve staff's skills and knowledge.</p>	<b>Info</b>
6.3	<p>G Live also launched a 'Dance for Dementia' event and continues to host Gee You One.</p>	<b>Info</b>
6.4	<p>The partnership with the Schools (Gosden House &amp; Guildford County School) have continued, with students coming to the venue to experience workshops and learn about the industry and see shows.</p>	<b>Info</b>
6.5	<p>As part of HQT's commitment to raise awareness of mental health, combat isolation and loneliness, DA reported that G Live has</p>	<b>Info</b>

	continued to use the skills of its team and take advantage of the large foyer spaces at G Live to host free activities to bring people together. DA commented that it was thought this would attract older people, however it has brought different generations together, as well as many home school families.	
6.6	DA explained that G Live wasn't able to stage the planned month-long event (Rooted festival) which was scheduled for May. DA looks forward to being able to host this event as soon as possible, which will include a variety of workshops, activities and talks based on the theme of mental wellbeing.	<b>Info</b>
<b>7.0</b>	<b>Food, Drink and Hospitality</b>	
7.1	<p>DA then went through Section 5 of the Annual Report (page 13). DA explained how Food, Drink and Hospitality is essential to what HQT does and that HQT strives to be the best hospitality provider.</p> <p>DA said that Christmas 2019 was one of the busiest times in terms of income and footfall. Footfall was 4% up, but hospitality income was 20% up due to a range of factors. DA explained that a proportion of this was due to systems for selling to customer, such as the pre-show dining, was busier than ever before and the staff have worked hard to promote this. This will be a key part of recovery for opening and will certainly be appealing to customers as people will be able to have their own table in the restaurant rather than mingling in the foyer area and will also have a private space to return to, as well as enjoying great food and drink. The pre-ordering app which enables customers to order their drinks directly to their seat in the auditorium will be hugely beneficial for both customers, who will avoid queuing and the operation of the venue, particularly when considering the Covid requirements.</p>	<b>Info</b>
7.2	The size and flexibility of the venue has enabled a range of events to take place. Smaller events can take place concurrently by using the different spaces within the venue, while the versatility and flexibility of the main auditorium means that a wide range of dining events can take place. Last year saw a number of dining events for organisations like the Guildford Educational Partnership, Savills and the Royal Surrey NHS foundation trust. The smaller rooms saw Hellfire Comedy club nights and Tropicana disco events and much more. DA added that 1300 people chose to attend the ticketed Christmas and New Year's party.	<b>Info</b>
7.3	DA iterated how crucial the hospitality section is, particularly as customers are attending for a multitude of reasons and the hospitality is a key part of the overall offering.	<b>Info</b>
<b>8.0</b>	<b>Customer Service</b>	
8.1	DA then summarised the ways in which HQT obtain customer feedback. Customers are able to feedback via questionnaires that are sent to them. There is also a dashboard of customer feedback that HQT is constantly monitoring and HQT is able to drill into the feedback quickly meaning that they can action it swiftly and also respond to any negative feedback straight away. HQT also monitor a variety of platforms such as peer review platforms, google reviews and trip advisor to look at the comments being made. Mystery visits to G Live are also regularly undertaken. DA	<b>Info</b>

	reported that the overall score for mystery visits was 87.2% (which was up 6% on the same period last year). DA commented how pleasing this score was, as this period saw the most people coming through the venue which can make it more challenging.	
8.2	DA was also pleased to report that two thirds of customers gave a perfect score.	<b>Info</b>
<b>9.0</b>	<b>The Operator Agreement &amp; Key Performance Indicators (KPI)</b>	
9.1	DA then provided an overview to the performance for year 9 against the KPI's. DA commented that as you would expect, a lot of the numbers were down on previous years down to the venue only being open for 5.5 months of the year.	<b>Info</b>
9.2	The KPI table on page 16 of the Annual Report shows the performance over the 9 years. DA commented how the venue had shown continuous growth over the years and continued to be very strong until the pandemic caused everything to stop. The number of dark days each year had fallen, with last year at its lowest of 57.	<b>Info</b>
9.3	DA commented that the number of main hall performances (91) was broadly in line with the number of performances in the same period last year (October to March) as was the main hall attendance. The number of non-main hall hospitality events (lines 6 & 7) just show how the other spaces contribute to the overall picture and that the overall performance is not just attributed to the main hall.	<b>Info</b>
9.4	The annual customer service survey did not take place this year due to the closure.	<b>Info</b>
9.5	DA was pleased to report that despite only operating for 46% of the year, attendance was 53% of the year before. DA said that it was heart-breaking to see G Live stopped in its tracks.	<b>Info</b>
9.6	ID commented how heart-warming it was to see the 8 years of figures and described the quality of the acts and what is being provided there is excellent. ID very much looks forward to going to the venue when it re-opens.	<b>Info</b>
9.7	RN asked what the impact would be on ticket prices and community use prices given the financial pressures that HQT / the sector will be under. DA confirmed that those who want to continue their hire have already re-scheduled for 2021 and that HQT certainly do not want to price anyone out by putting the prices up. DA accepts there are many unknowns, even over and above Covid, with Brexit. DA is aware that the public will be under financial pressure too and so it's important G Live remains a venue that is accessible for everyone.	<b>Info</b>
9.8	PS explained how she has vouchers for an event that was rescheduled as a result of the closure. PS asked how HQT is expecting to perform financially as many people will have already booked and paid for their tickets in the previous year and so there won't be many 'new' tickets to sell. DA explained that the reporting process for each month is based on the income attributed to the performances that are held in that month i.e. the events that have taken place. The income for tickets bought in that month for future shows is therefore not shown. AH added that the income for next year is likely to look really strong, however the cash flow of the business will be affected.	<b>Info</b>

	<p>AH confirmed that there will be an impact on the vouchers being carried forward but HQT are aware of this and this forms part of HQT's recovery plan. AH added that HQT are not expecting an immediate bounce back and that it will take a few years.</p> <p>AH explained that in terms of programming, there will be some genres that are likely to be easier to resume than others. Some, such as theatrical productions and ballet may not be immediately available and certain events are more expensive to put on e.g. orchestral series. These will all be reviewed carefully by HQT. AH iterated how the diverse programme and mix at G Live is a real strength because it is therefore not solely reliant on one area.</p>	
9.9	<p>ID believes that one of the biggest problems the industry might have would be the performers not being able to perform given the number of events/ performances moved over to next year which could mean that there is a large selection of who to go to. AH agreed and said that there might be an opportunity to host higher profile acts who would usually perform at larger venues like arenas that would then look to G Live.</p> <p>DA confirmed that promoters have already been contacting HQT about the programme for 2022 as 2021 is already booked up. ID commented that he expects more people will want to see more live events than they normally would after the years' restrictions.</p>	<b>Info</b>
9.10	<p>DA confirmed that HQT will be busy reminding customers that they have events coming up a few weeks before. PS was pleased to hear that reminders will be going out to customers. DA confirmed that there will be enthusiasm from everyone (customers and staff) to get back into it.</p>	<b>Info</b>
<b>10.0</b>	<b>Impact of covid 19 and recovery planning</b>	
10.1	<p>DA spoke about the time when the PM first advised the public not to go to theatres. At this time, Rob Brydon was just 90 minutes away from performing and was just doing his sound check and customers were eating their pre-show dinner.</p> <p>A quick decision had to be made as to what HQT were going to do in terms of contacting customers (but with limited information in terms of rescheduling dates etc.) DA explained that there is a real benefit of being part of HQT during a situation like this when big decisions have to be made quickly.</p>	<b>Info</b>
10.2	<p>Following the closure, a business critical team was set up to ensure the venue continued to be well maintained and all the necessary compliance arrangements in terms of servicing and inspections continue to be completed. The building and facilities manager has been on site 5 days per week to part-mobilise the venue and make sure the venue is safe, secure and well maintained whilst also working with his peers at head office to make sure the best is made out of the down-time.</p>	<b>Info</b>
10.3	<p>AH/DA expressed how much they are looking forward to phase 3 (re-mobilisation) whereby there will be a heavy re-training exercise for all staff. AH/DA expressed their gratitude to GBC for the financial support G Live has been given and look forward to reopening in a successful and sustainable way.</p>	<b>Info</b>

10.4	AH commented that most of the product was not viable in terms of operating with social distancing measures which has forced G Live to stay in hibernation, however most of the product can now see light at end of tunnel. The industry will be looking closely at what happens in December and what the government decide after Christmas.	
<b>11.0</b>	<b>Communication</b>	
11.1	<p>DA then provided an overview to the various communication that has been had, as AH touched upon in his introduction. The communication with customers has always been there and has been as clear as possible but the challenge has been not always knowing what would happen in the future as there were, and still are, many unknowns in terms of future restrictions and a definitive venue opening date. DA has been very impressed by how quickly HQT has been able to contact each customer and provide them with the options.</p> <p>DA confirmed that HQT have operated a very flexible policy with their customers and have been amenable to those who originally rescheduled but can no longer attend. The expiry date for gift vouchers has also been extended to a 2 year period, and HQT will remain flexible and understanding, recognising the time that has lapsed and the fact that many of the tickets have been sold already and so some customers may not be able to purchase tickets.</p>	<b>Info</b>
11.2	DA is looking forward to remobilising the venue and to the workforce returning however there are many uncertainties as discussed. JS referred to the number of temporary/ casual staff, such as students, who work at G Live and asked how HQT intend on filling those vacancies. DA confirmed that HQT have a recruitment plan in place so that they can bring in staff and train them fully prior to opening. DA wants to be in a position where they can advertise with certainty i.e. once timescales are known. DA added that many of the casual staff are local and have found alternative employment for the interim but will be looking to returning as soon as they can.	<b>Info</b>
<b>12.0</b>	<b>Facilities and Health &amp; Safety</b>	
12.1	<p>Section 8 of the report brings us to Facilities and Health &amp; Safety. DA explained the regular meetings that take place between Kevin Hopkins and the Facilities and Buildings Manager, Jon Ross. DA outlined the number of projects and improvements that have taken place so far, such as a new and efficient asset management system, Wifi network improvements, new power supplies to the loading bay, a new radio paging system, new CCTV cameras, as well as general maintenance throughout. The side rooms have also been kitted out with the latest equipment so G Live remains competitive and is able to attract new customers and host a wide range of events.</p> <p>DA hopes the above investment demonstrates HQT's commitment to G Live and enthusiasm to discuss future contract and/extension options.</p>	<b>Info</b>
	PS recalls HQT mentioning a while back about refurbishment	

	proposals for the restaurant and kitchen upstairs and asked whether this has been progressed. DA confirmed that this plan is currently on hold but HQT are still very keen to do this. The higher spec. kitchen would be beneficial (to replace the finishing kitchen upstairs and dumb waiter arrangement). DA explained that this proposal was included in HQT's bid for the new contract, however the procurement was paused as a result of the pandemic.	
12.2	DA confirmed that HQT continue to work with RB (H&S company) who audit the venue each year. DA is pleased with the most recent audit (see quote extract on pg. 21) and looks forward to embedding the new processes and learning of the new requirements to ensure the venue is completely safe and Covid secure. DA reiterated how seriously HQT take health and safety.	<b>Info</b>
<b>13.0</b>	<b>Financial performance</b>	
13.1	DA outlined the financial performance for the 9 <sup>th</sup> contract year, which runs from October to Sept (but obviously only operational to March). DA commented that it was most disappointing that the profit was less than the previous 2 years however HQT have done as much as they can and have acted as quickly as possible to ensure job protection. DA again recognised the support of GBC through supplier funding relief but pointed out that this is not shown in the figures for this year (it will be shown in year 10 alongside the costs of reopening).	<b>Info</b>
13.2	DA clarified that the table (on pg. 23) is not reflective of the balance sheet position. DA explained that the only income coming in after the end of March was the very small amount of money that was coming in via booking fees from customers who were still purchasing tickets.	<b>Info</b>
13.3	HQT have tried to protect the expenditure as much as possible and tried to protect the cash going out of the business. DA confirmed that staffing costs were able to be kept down, with a reduction of £550k compared to the previous year.  The deficit before the subsidy was approximately £30k, in comparison to last year where G Live was achieving around a £20k surplus. The monthly subsidy has meant that G Live was still able to declare a profit this year, of which GBC's profit share is just under £60k.  The subsidy per attendance figure is higher than hoped but this is the consequence of the shortened year of operation.	<b>Info</b>
13.4	TH asked whether the figures between April and October on the staffing costs row relate to the delta that the furlough scheme didn't cover. DA confirmed that there were elements of the furlough scheme that weren't covered i.e. the 20%. In addition, staff were flexi-furloughed and some staff (who provided building cover and continued to work) weren't furloughed at all. There are also employer related costs too, which continue to increase year on year. HQT is also encouraging staff to take annual leave so that this can be managed, and as a result, the top up to 100% will be reflected in the staff costs line.	<b>Info</b>
	JS asked whether HQT had a forecast of what the numbers would have looked like had COVID not impacted the business and G Live	

	<p>followed the trajectory it was on.</p> <p>AH confirmed that HQT do their financial reforecast in March and set budgets for 2020-2021 and so this would have been reflective of HQT's expectations, but this has been subsequently revised to reflect the current position. AH confirmed that HQT envisaged a profit share for year 9, similar to the growth from year 7 to 8.</p>	
13.5	<p>JS asked what the position was with the G Live Friends membership. DA confirmed that some people have chosen not to renew for obvious reasons and there hasn't been a take up of new members, but that the drop off has been fairly minimal. The memberships have also been extended by one year to reflect that customers aren't able to utilise those benefits currently.</p>	<b>Info</b>
13.6	<p>There was a discussion around peoples' appetite to return to the venue. DA commented that customers do not appear to be deterred, even the older generations. DA commented that events that are scheduled 13 months in advance, such as Tim Peake's event in December 2021, has already sold out.</p>	<b>Info</b>
13.7	<p>DA finished this section of the presentation by emphasising the importance of HQT's carefulness towards the cashflow/ cash position for G Live. A large deficit is anticipated at the end of HQT's financial year which is in stark contrast to the profit on the Guildford contract year 9. DA stated this demonstrates need for supplier relief funding.</p> <p>DA stressed that HQT are aware that already contract year 10 is being significantly impacted due to the first part of it being closed.</p>	<b>Info</b>
<b>14.0</b>	<b>Economic impact</b>	
14.1	<p>DA referred to the final section of the report which looks at the economic impact of G Live. DA commented that clearly there is a reduced impact from last year but looking at the October to September period, G Live's activities brought an estimated £1.9m to the Guildford Borough Economy which is very strong given the circumstances. This figure is broken down into additional visitor spend, local venue expenditure, local visiting company expenditure and staff wages. The figure is massively subdued on the year before due to the closure and lack of footfall, but the job retention scheme has still ensured employees have been able to spend their money in the local area. HQT remains proud of the impact G Live can have on the local economy.</p>	<b>Info</b>
14.2	<p>DA concluded the report and welcomed further questions and discussion. DA confirmed that he would liaise with CB in respect of sending any hard copies of the Annual Report as required. ID thanked DA for his presentation and commented that the direction of travel of G Live before it had to close tells you that the future looks bright for the venue.</p>	<b>CB/DA</b>
<b>15.0</b>	<b>Questions</b>	
15.1	<p>TH thanked DA for this helpful presentation and is encouraged by the figures and pleased to see G Live's resilience. TH asked whether there was anything in relation to health and safety that we should be doing.</p> <p>AH explained that HQT are busy planning the arrangements, however these are constantly changing as the landscape and</p>	<b>Info</b>

	<p>requirements evolve. Some requirements such as access control will be absolutely necessary, but other requirements may not be and other arrangements, such as the temperature screening are there more for purposes of reassurance. HQT will continue to monitor as the months progress. AH added that there will be an element of self-certification to ensure customers accept the responsibility of the requirements while changes to ticketing arrangements such as scanning tickets, access changes, staggered arrivals etc. will be introduced. HQT will also be carefully reviewing the impact of different types of events and how these will impact on covid requirements i.e. standing, seating and combined events.</p> <p>HQT will also work with GBC Building Control where appropriate to ensure any access system that is introduced does meet the requirements and is aesthetically pleasing.</p>	
15.2	<p>RN referred to one of the main mitigations of COVID19 for buildings is improving the air flow and air conditioning systems. RN asked how HQT is planning for this and what deep cleansing systems are being looked at.</p> <p>AH commented that air handling is a major issue for many theatres, particularly older venues, however fortunately there is the ability at G Live to control the air handling and bring in 100% fresh air. In terms of cleaning, HQT are partnered with a cleaning contractor. The cleaning will be split up into phases, starting with a pre-opening deep clean to get the venue completely ready for opening. HQT have allowed for investment in to a 'bio mist' system which cleans the air/ fills the space with a cleaning chemical. There will be an ongoing cleaning regime in place, both before, during and after public use and work base cleaning will also be undertaken, shared between staff and the cleaning contractor.</p>	<b>Info</b>
15.3	<p>JBS commented that box office and ticketing systems will be developed to cope with these types of situations but that we must be cautious of certain technologies such as cleaning systems that are currently being promoted without adequate proof of their effectiveness. AH agreed and confirmed HQT will continue to monitor what is available. There is a great opportunity going forward and HQT is confident that the arrangements put in place will be appropriate and effective.</p>	<b>Info</b>
15.4	<p>CB commented that she had no questions to add but referred to the instant customer feedback that HQT are able to generate and how crucial this will be in monitoring feedback from customers visiting G Live which will be different to what it was. CB added that this method of feedback will enable HQT to act quickly on anything so that the customers' experience is as safe and as enjoyable as possible. DA agreed and confirmed that HQT will be working on a comms plan so that HQT can explain what customers are to expect and reassure them. The meet and greet staff will also be there to answer any questions and be the first point of contact and welcome them in to the covid secure venue.</p>	
	<p>Everyone thanked DA and AH for their time. DA/AH confirmed that they welcome any subsequent questions that may arise. The meeting closed.</p>	<b>ALL</b>

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Overview and Scrutiny Committee Report

Report of Director of Resources

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Date: 19 January 2021

## Overview and Scrutiny Work Programme

### Recommendation

That the Committee consider the overview and scrutiny work programme attached at Appendix 1 and determine its work plan.

In addition, the Committee to note the matters outstanding from previous meetings at Appendix 3.

### Reason for Recommendation

To enable the Committee to review and agree its work programme for the coming months.

### 1. Purpose of Report

- 1.1 As approved by Council, the remit of the Overview and Scrutiny Committee (OSC) includes the specific responsibility to approve the overview and scrutiny work programme to ensure that the Committee's time is used effectively and efficiently.
- 1.2 A well-planned overview and scrutiny function will help both officers and members plan their workloads as well as providing a clear picture to the public of planned activity. An effective work programme is the foundation for a successful overview and scrutiny function.
- 1.3 This report sets out the overview and scrutiny work programme as developed thus far for the period 2021-22.

### 2. Work Programme Meetings

- 2.1 In addition, Council has agreed that the OSC is responsible for setting its own work programme in accordance with the following procedure:

The chairmen and vice-chairmen of the OSC and the Executive Advisory Boards and relevant officers shall normally meet at least bi-monthly to exchange, discuss and agree proposed rolling 12-18 month work programmes for submission periodically to the OSC (in respect of the OSC work programme) and to the Executive Advisory Boards (in respect of the EAB work programmes) for approval. The proposed work programme for the OSC will be determined with reference to the P.A.P.E.R. selection tool, attached as Appendix 2 to these procedure rules [and as Appendix 2 to this report].

The chairman and vice-chairman of the OSC will ensure that all councillors are able to submit requests for alterations to the work

programme for consideration at each of these work programme meetings.

- 2.2 The next work programme meeting of the chairmen and vice-chairmen of the OSC and the EABs is scheduled for 14 January 2021 with a subsequent meeting on 18 March 2021.
- 2.3 Councillors are encouraged to attend a work programme meeting to explain in more detail their proposal, including how it fulfils the criteria outlined in the mnemonic P.A.P.E.R. (Public interest; Ability to change; Performance; Extent; and Replication).
- 2.4 In addition to the work programme meetings in section 2.2 above, Councillors can discuss and submit proposals to the OSC Chairman and Vice-Chairman.

### **3. Financial Implications**

- 3.1 There are no specific financial implications arising from this report.
- 3.2 The Council's governance arrangements review of 2015 led to the introduction of a discretionary budget for overview and scrutiny, set at £5,000 per annum. It is envisaged that the work programme, as drafted, is achievable within the existing financial resource.

### **4. Human Resource Implications**

- 4.1 There are no specific human resources implications. It is envisaged that the work programme, as drafted, is achievable within the existing resources.
- 4.2 Overview and scrutiny will call on relevant officers during the conduct of its reviews. Individual scoping reports will seek to take additional resource requirements into account when drafted.

### **5. Equality and Diversity Implications**

- 5.1 The Council has a statutory duty under section 149 of the Equality Act 2010 which provides that a public authority must, in exercise of its functions, have due regard to the need to (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.
- 5.2 This duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report. Future overview and scrutiny reviews will consider equality implications on a case-by-case basis.

### **6. Legal Implications**

- 6.1 There are no specific legal implications.

### **7. Conclusion**

- 7.1 Developing a work programme for the overview and scrutiny function is an essential stage in the scrutiny process. An effective overview and scrutiny work programme identifies the key topics to be considered over the coming months. In addition, it is suggested that a

well-developed programme ensures that the views of councillors, partners, the public, and external organisations are represented effectively in the process.

- 7.2 Matters outstanding from previous meetings are attached at Appendix 3. The Committee is requested to consider the work programme attached at Appendix 1 and determine its work plan.

**8. Background papers**

None

**9. Appendices**

1. Overview and scrutiny work programme
2. P.A.P.E.R. selection tool
3. Matters outstanding from previous meetings

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## Overview & Scrutiny work programme, 2021-22

Overview & Scrutiny Committee items
<b>2 February 2021 meeting</b> <ul style="list-style-type: none"><li>• Future Guildford – update following implementation of Phase B</li><li>• COVID-19 response – update</li></ul>
<b>2 March 2021 meeting</b> <ul style="list-style-type: none"><li>• Lead Councillor Question Session – Councillor John Rigg, Lead Cllr for Regeneration</li><li>• Crematorium: post project review</li><li>• Traveller encampments / strategy &amp; policy</li><li>• Operation of the Leisure Management contract, 2019-20</li><li>• Houses in Multiple Occupation – position update</li><li>• Submission of a Garden Village bid for Wisley Airfield <b><u>tbc</u></b></li><li>• Impact of Brexit <b><u>tbc</u></b></li></ul>
<b>19 April 2021 meeting</b> <ul style="list-style-type: none"><li>• Lead Councillor Question Session – Councillor John Redpath, Lead Cllr for Economy</li><li>• Food Poverty – update</li><li>• Spend on consultants and agency workers: 6-month update</li></ul>
<b>8 June 2021 meeting</b> <ul style="list-style-type: none"><li>• Lead Councillor Question Session – Councillor tbc</li></ul>
<b>13 July 2021 meeting</b> <ul style="list-style-type: none"><li>• Lead Councillor Question Session – Councillor tbc</li><li>• Safer Guildford Partnership Annual Report 2021</li><li>• Review of Overview and Scrutiny Annual Report, 2020-21</li></ul>
<b>14 September 2021 meeting</b> <ul style="list-style-type: none"><li>• Lead Councillor Question Session – Councillor tbc</li></ul>
<b>9 November 2021 meeting</b> <ul style="list-style-type: none"><li>• Lead Councillor Question Session – Councillor tbc</li><li>• Spend on consultants and agency workers: 12-month review</li><li>• Operation of the Leisure Management contract, 2020-21</li></ul>
<b>18 January 2022 meeting</b> <ul style="list-style-type: none"><li>• Lead Councillor Question Session – Councillor tbc</li><li>• Annual report and monitoring arrangements for operation of the G-Live contract, 2020-21</li></ul>
<b>1 March 2022 meeting</b> <ul style="list-style-type: none"><li>• Lead Councillor Question Session – Councillor tbc</li></ul>
<b>Monday 25 April 2022 meeting</b> <ul style="list-style-type: none"><li>• Lead Councillor Question Session – Councillor tbc</li></ul>

### Currently unscheduled items

- Council's project and programme governance
- Post COVID-19 Homelessness strategy, housing strategy/policies
- Spectrum 2.0
- Visitor and Tourism Strategy

### Task and finish groups

<b>Title</b>	<b>Update</b>
Social Housing – how to ensure truly affordable homes	–
Mental Health Provision in the Borough	Committee has authorised the Chairman, in consultation with Vice-chairman, to progress review.

## Overview and Scrutiny Committee

### **P.A.P.E.R. selection tool**

**P**ublic interest: concerns of local people should influence the issues chosen

**A**bility to change: priority should be given to issues that the Committee can realistically influence

**P**erformance: priority should be given to areas in which the Council and Partners are not performing well

**E**xtent: priority should be given to issues that are relevant to all or a large part of the Borough

**R**eplication: work programme must take account of what else is happening to avoid duplication or wasted effort

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## Matters outstanding from previous meetings

Item	Action	Status / response / update
<p>Overview and Scrutiny Work Programme, 14 January 2020, Minute OS39.</p>	<p>With reference to the issue of traveller strategy and policy, the Managing Director confirmed that information sessions for Councillors were in the process of being arranged. In addition, he indicated that following a meeting of Surrey Chief Executives on 17 January he would be able to provide further information about the viability of a local review of traveller strategy and policy.</p>	<p>At the October Committee meeting, the Managing Director advised that Surrey County Council was leading on a transit sites project, the Director of Service Delivery was involved with the project, and proposals would be forthcoming.</p>

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