



MEZANINE

Annual Report

2018/2019



GUILDFORD
BOROUGH

IN PARTNERSHIP

Contract Year Eight



£4.9m

direct economic
impact of
G Live on the
local economy

Contents

Annual Report

2018/2019

Contract Year Eight

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1. Purpose of report

This report is a summary of G Live's eighth 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 2018 to 30 September 2019, inclusive.

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.



2018/19 at a glance...

258,000
main hall attenders
this year

**Venue of
the Year**
at the 2019 HQ
Theatres awards

99%
rated their visit to G Live
as good or very good
*customer survey 2019

Shortlisted for
**Most Inclusive
Venue**
in Blue Badge
Awards

91.7%
average mystery guest
score in Feb-Jul 2019

96%
rated staff friendliness
as good or very good
*customer survey 2019



2. Executive Summary

This has been a momentous year for G Live.

More people have attended events in the main auditorium than ever before. Attendances reached more than a quarter of a million – the eighth consecutive year of growth.

More performers and producers selected G Live as their venue of choice. 2018-19 included performances by The Vaccines, Ricky Gervais and Michael McIntyre – artists who can pick any venue in the country to perform in.

More connections were made with the local community. Schools, young people, charities, local authorities, churches and businesses formed partnerships with G Live. From free events in the café to borough-wide initiatives G Live is at the heart of Surrey life.

More recognition of our achievements. G Live was a finalist, through public nomination, in the **People's Choice** category at the **Blue Badge Access Awards** and was named **Venue of the Year** at the HQ Theatres & Hospitality Celebration of Excellence Awards.

More satisfied customers. Overall customer satisfaction ratings rose by 7% – now standing at 91%.

More opportunities for the future. Three new appointments were made to G Live's senior management team including experienced Venue Director Derek Aldridge. The team is ready to realise even more of G Live's potential.

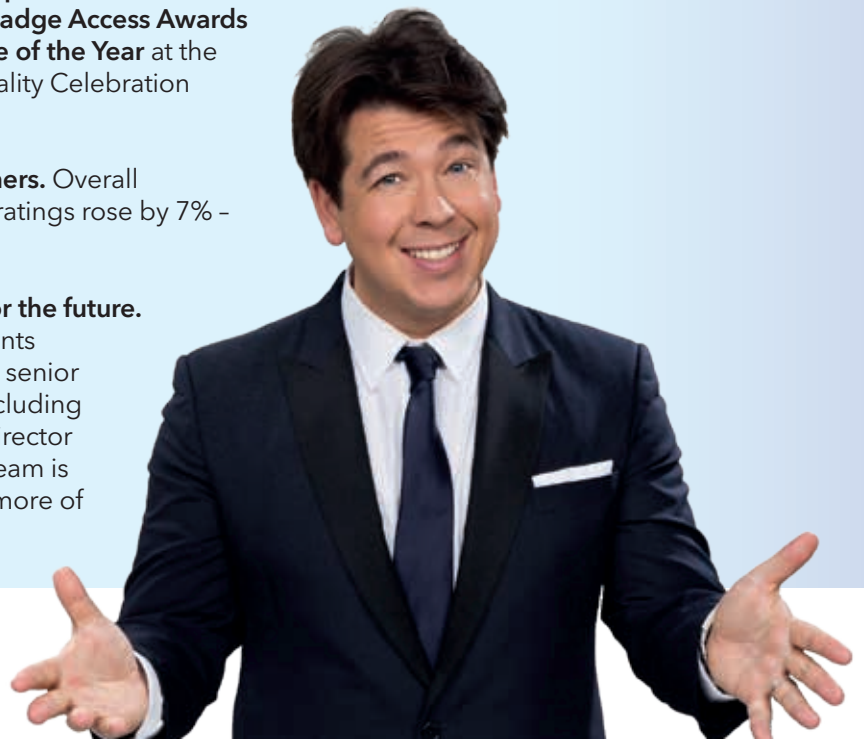
But sometimes less is more:

Less plastic. Plastic water bottles were replaced across the venue with recyclable aluminium cans. In the coming months G Live will introduce 100% plastic-free cups for all hot and cold drinks taken into the auditorium.

Less energy. Energy consumption has reduced significantly through the transition to LED lighting in the foyers. Now this conversion is happening in the auditorium as well.

Less hassle. New initiatives for customers mean queuing is being eliminated. Audiences can conveniently and quickly pre-order interval refreshments via an app or the website and can choose to have orders delivered to their seat.

Less down time. The number of days when the auditorium is not in use has fallen to its lowest ever level. The building is more popular and productive than ever before.



Guildford residents and local businesses benefitted from a venue which is growing - delivering more shows and events and welcoming more customers through the door than ever before



3. Programme Balance and Range

390
main hall
events

211
Conferences,
Banquets,
Exhibitions and
Hospitality
Events

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 venue's presenting national touring work, the programme of performances is subject to the availability of product of a suitable scale and the

alignment of the venue's diary (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	46	19,285	148%
Classical Music	18	11	6,609	61%
Comedy/Spoken Word	45	31	26,533	69%
Dance/Musicals	42	35	17,740	83%
GPO	4			
Other Genre	6	6	3,412	100%
Rock/Pop Standing Gig	14	12	15,339	86%
Rock/Pop/Jazz/World	84	56	33,918	67%
Sport	6	1	306	17%
Community	15	125	118,618	833%
sub-total	265	323	241,760	122%
Get in/Get out/Prod/Reh		9		
Internal Events		24		
Rehearsals		2		
sub-total		35		
Conference		5	3,200	
Dining/Banquet		13	3,767	
Exhibition		3	4,175	
Hospitality Other		11	5,120	
sub-total		32	16,262	
Total	265	390	258,022	147%
Dark Days	57			

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 ensuring that all members of the communities in Guildford and the surrounding areas have a relationship with the venue. It is clear the best way to achieve this is through establishing that relationship as early as possible and our programming of performances for children and families is therefore of paramount importance.

In 2018-19 there was a strong mix of performances for the younger age groups including many adaptations of popular books such as **Awful Auntie** by David Walliams, **Zog** and **Tabby McTat** by Julia Donaldson and **The Tiger Who Came To Tea** by Judith Kerr. These performances were presented by the leading theatre production companies in their field and ensured the experience of the audience was excellent.

In addition G Live was also proud to present **Horrible Histories** by Birmingham Stage Company and an orchestra production of **The Snowman** - two performances that showed the breadth of entertainment available.

As family time becomes ever more precious it is a privilege that so many local families spent their quality time at G Live.

Classical Music

The Guildford International Concert Series took place once again with over 5,000 people attending performances by, amongst others, **Royal Philharmonic Orchestra**, **Russian State Symphony Orchestra** and the **European Union Chamber Orchestra**.

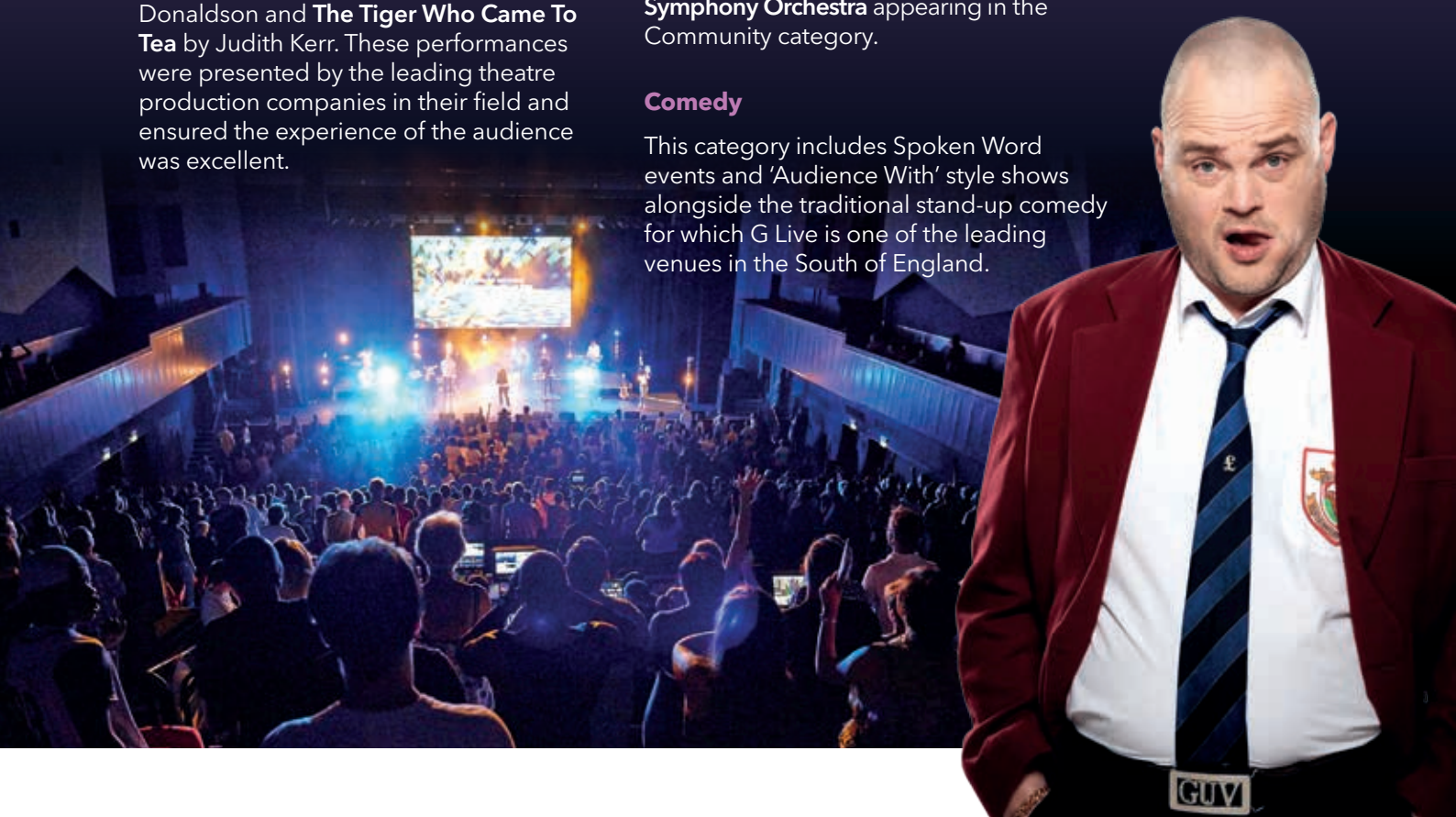
Alongside these large-scale orchestras the venue was delighted to welcome high-profile performances by **Katherine Jenkins OBE** and **Russell Watson** who were able to attract thousands of people to enjoy classical repertoire, many for the first time.

The number of classical performances is slightly down on prior years due to the ballet performances being reported under the Dance category and the classical performances by locally based groups such as **Vivace Chorus** and **Guildford Symphony Orchestra** appearing in the Community category.

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 the South of England.

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





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

2018-19 saw G Live play host to speakers as diverse as author and TV presenter **Simon Reeve**, food writer **Nigella Lawson**, cycling legend **Sir Bradley Wiggins** and King of the Jungle, **Harry Redknapp**!

G Live further entrenched its position as one of the leading regional venues for stand-up comedy with many of the best-known comedians citing it amongst their favourite places to perform. These included **Jimmy Carr, Al Murray, Julian Clary, Paul Merton, Rhod Gilbert** and **Russell Kane**.

Most prestigiously G Live was among a small number of elite venues to present work-in-progress shows by **Michael McIntyre** and **Ricky Gervais**. These performances sold-out very quickly and introduced many people to G Live and to Guildford for the first time.

G Live also continued to work with Gag House Comedy to present two mixed-bill large-scale comedy shows with more of a comedy club feel to them.

Dance and Musicals

Dance and musicals took their place in the programme in many different ways.

There was a large-scale traditional musical in the form of **Dirty Dancing** but musical theatre was presented in other ways including the popular vocal groups **Collabro** and **The Barricade Boys**. Musicals are presented in many other venues locally and therefore it is important for G Live to be selective about what it presents and how it can enter this market when it is not a traditional theatre.

In the field of dance however G Live is an excellent venue and works best for large-

scale commercial dance. The highlights of this genre were **Diversity**, whose two performances sold out very quickly, along with many performers associated with BBC's *Strictly Come Dancing* including **Anton Du Beke, Brendan Cole, AJ Pritchard, Aljaz & Janette** and **Kevin Clifton**. This has been fantastic for introducing younger people and families to watching live dance and also for raising the profile of G Live regionally.

In 2018-19 G Live continued to present award-winning and critically acclaimed contemporary dance companies including **The Rosie Kay Dance Company, Jasmin Vardimon Company, Rambert 2** and **Russell Maliphant Dance Company**. This work is commercially very challenging and G Live was one of the largest spaces in the UK to be presenting this work.

Once again G Live was delighted to present **Saint Petersburg Classic Ballet** over the Christmas holidays and this provided a perfect complement to the traditional pantomimes being presented at many of the theatres locally.

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. In fact G Live is now a venue of choice for attenders from a wide area as the modern, accessible facilities offer one of the smartest, cleanest and most welcoming arenas to experience concerts.

In the past year the number of large-scale standing gigs has remained strong, averaging

one per month, and this has seen iconic artists such as **Level 42, Deacon Blue, Soul II Soul, UB40, KT Tunstall** and **The Stranglers** bring thousands of music lovers to the main hall. 2019 has also seen more contemporary artists such as **The Vaccines** and **Ward Thomas** bring a new audience to experience gigs here. Many parents commented on how pleased their teenagers were not having to travel to experience live music and could do so in a safe and well-staffed environment.

The range of seated concerts was also impressive with audiences enjoying artistes as varied as **The London International Gospel Choir, Paul Young, The Blues Band, Wannabe - The Spice Girls Show, Paul Carrack, Seth Lakeman, The Magic of Motown** and many many more.

Community Events

The aspect of G Live that gives the team the most pride is to see the locally produced community work take place alongside national and international touring shows. Community events are not viewed as something to fill the programme but instead are an integral and much-cherished part of the calendar. Venues play a very special part in people’s lives and never more so than when watching loved ones perform or participate in events held there. It is a pleasure to provide a space in which to make memories.

A small sample of the community events taking place in the main auditorium include: **Vivace Chorus, Guildford Symphony Orchestra, graduations for University Centre, Farnborough and The Academy of Contemporary Music, Shakespeare Schools Festival, Guildford Choral Society, Southern Pro Musica, Guildford County School, Tormead School and Guildford Theatre School.**

G Live also hosted over 100 services of **Hillsong Church** throughout the year.

Bellerby Studio and Reception Rooms Activity

The Bellerby Studio and Reception Rooms (Glass Room, Comedy Room, Dance Room, Rock Room) continue to be well used by a huge number of events. These include parent and baby groups, performing arts classes, small-scale comedy and music shows, conferences, meetings, parties and celebrations.

Hirers and users of these rooms range from corporate clients visiting G Live for meetings, product launches and training sessions to families celebrating birthdays. Other regular hirers include local charities, the local NHS Trust and theatre schools.

The key to the success of the spaces is the flexibility and events team of staff who will support and guide the hirer to ensure the rooms are set-up in a bespoke way for each customer.

The 2018-19 activity is shown below:

Studio and Reception Room Activity October 2018–September 2019

Categories	Studio	Reception	Combined
Children/Family	228	135	363
Classical Music	-	-	-
Comedy/Spoken Word	20	-	20
Community	93	119	212
Dance	-	-	-
Education	54	81	135
Get in/Get out/Prod/Rehearsals	11	4	15
Internal Events	4	61	65
Music other	8	-	8
Others	40	38	78
Sport	-	-	-
Studio Theatre	4	-	4
Teen Show	-	-	-
Sub total	462	438	900
Conference	1	147	148
Dining/Banquet	3	1	4
Exhibition	5	6	11
Hospitality Other	20	28	48
Sub total	29	182	211
Total	491	620	1,111

Figure 2. Studio and Reception Room Activity



4. Creative Learning

We are tackling a gap in provision, engaging adults living in isolation and loneliness and young adults who may need support in the community

During this year, we welcomed a new Creative Learning Manager, who has brought a new dynamism to the venue and strengthened our commitment to working with communities and partners in Guildford and the surrounding area.

Two of the key themes of our work this year have been to work with young people and to promote creativity and the arts as a means of addressing the loneliness agenda.

Schools and young people

Throughout the year G Live has continued to work with **Gosden House School** in Shalford to support the staff there and encourage the students to create their own work inspired by Roald Dahl's Revolting Rhymes. This culminated in performances throughout the school grounds by a range of year groups. The summer term saw G Live work with the students as they presented their very own summer festival.

In the coming 2019-20 academic year G Live will continue to work with Gosden House but has also launched a new formal partnership with **Guildford County School**. This will involve G Live staff working with students at the school and also bringing

groups of young people and staff to see work at G Live.

We have continued to lead **Creative Company** - a group of young people aged 15-25 - who have devised their own theatrical productions that have been performed at the Innovate Guildford event amongst other occasions. This work is to complement existing youth theatres by providing an environment where young people keen to learn all aspects of producing a show can get together.

In July, the annual **Applied Industry Week** took place with a dozen students spending five days at G Live working with senior staff members to find out about jobs and careers in the performing arts and how G Live works.

Holiday workshops

In each of the half-term weeks in October, February and May, G Live hosted numerous arts activities for young people. These included computer skills, dance, make-up and musical workshops.

In August G Live held the annual **Creative Arts Week**. This year this involved working with professional illustrator Aaron Blecha to create characters and share poetry, stories and adventures with others. Over five days an Imagination Anthology was produced by a large group of 8-14 year olds.

Creativity and adults

G Live has been exploring various ways to invite more adults to engage in arts and creativity. It was particularly identified that there appeared to be two obvious gaps in provision that G Live could work with others to approach. Firstly the number of adults living in isolation and loneliness and secondly young adults who may need support in the community.



G Live has long been determined to be at the centre of Guildford life and as one of the only town centre venues that is open and accessible to all during the entire day - with no compulsory purchase required - it is the ideal space to bring people together. With this in mind we have launched **Creatively Curious**, a monthly free event where different creative activities can be undertaken in the G Live foyers. Anybody of any age can attend and already new connections and relationships are being established and more people are discovering the venue and each other.



G Live has long been aware of the work and has hosted events of **The Halow Project** - a local charity dedicated to creating opportunities for those over 16 years of age with learning disabilities. In the coming year we will launch a brand new partnership to enable the young people to form a community choir and to express themselves through music and song.

Mental Health Awareness and Safeguarding

G Live continues to explore how it will better understand issues related to mental health and safeguarding. Along with providing training opportunities to staff and volunteers she has worked with other town centre partners and agencies to increase knowledge and share best practice. A new film explaining simply the venue's commitment to safeguarding vulnerable people at G Live has been produced and shared with colleagues to improve knowledge of policies and procedures.

Presenting touring work

Throughout the year work has been identified that offers families and young people productions that may not otherwise have a home in Guildford. This has included performances promoting better understanding of environmental issues, **One Duck Down**, and quality work around the themes of community and friendship in **The Goose That Flew**.



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



5. Food, Drink & Hospitality

Retail food and drink

G Live has spent eight years striving to ensure that the audience experience outside the auditorium matches or exceeds the experience once they take their seat, and this year has been no exception.

Great food and drink and a great welcome are not 'nice to have' additions - they're as integral as the performance to the overall customer experience. As part of HQ Theatres & Hospitality this approach is embedded in everything we do and the way we behave.

Stylish dining

The past twelve months have seen more customers dine with us prior to a performance in The Mezzanine Restaurant and indeed in Autumn 2018 G Live scooped the top prize for the largest year-on-year growth in the whole company.

The option for customers to have an exclusive space for them and their companions to dine, relax and return to at the interval has proved a popular one and with a regularly changing and adapting menu, guests see the offer refreshed and updated each season.

G Live is very fortunate to have so much space in the foyers in comparison to many other theatres and concert halls and this enables customers to find the right area for them to enjoy time with friends and families before the performance begins. The café next to the ticket office offers hot and cold drinks, snacks and tasty cakes, the main bar on the lower ground floor stocks wines, spirits, beers and soft drinks galore and now has additional tills and serving points to enable a speedier service and the Hogs Back Bar provides patrons with a range of locally produced beers and real ales.

For those with a sweet tooth this year saw the re-launch of our ice cream parlour which offers an exciting and delicious range of award-winning Marshfield Farm dairy ice cream.

Continuous improvements

2018-19 has seen many new initiatives introduced to enhance the customer experience. This has included the expansion of the pre-ordering system for interval refreshments. At the touch of a button, or swipe of a screen, the need to queue at the interval has been eliminated. Not only can you collect pre-ordered drinks from the bar but now you don't even need to leave your seat. Our team of customer service staff will ensure pre-ordered drinks, ice creams, crisps and snacks are delivered directly to the customer's seat.

So popular has this initiative been, G Live has grown customer satisfaction and retail revenue in equal measure. The rate that customers have taken up is stronger in Guildford than elsewhere in the company and another potential barrier to an enjoyable evening has been removed.

G Live continues to be a market leader in environmental matters. Working with suppliers we are seeking to reduce and, where possible, eliminate plastics. Progress on this front has seen the still and sparkling water on sale change from plastic bottles to aluminium cans and it is expected many other products will follow suit.

Plans are in the final stages to move to 100% Plastic Free cups for use by patrons when they wish to take drinks into the auditorium. The new cups can be recycled along with all paper and cardboard products and will play a part in reducing plastics in Guildford and any consequent marine pollution.

In 2018/19 our conference and event hire business attracted businesses like Philips Healthcare, Savills Estate Agents, The University of Surrey and Guildford Education Partnership

Hospitality Events and Conferencing

Once again, in 2018-19, G Live has shown its flexibility and hospitality can make it the perfect home for any event - large and small.

The main auditorium has provided a grand setting for conferences as varied as **Guildford Education Partnership, Philips Healthcare, Genistar Financial Services** and **Savills Estate Agents**.

Lavish banquets were hosted for **Surrey Life Food & Drink Awards, University of Surrey Colours Ball, Healthy Surrey Children's Awards** and **Surrey Property Awards**.

G Live also presented its own dining events for members of the public to enjoy. Accompanied by live entertainment these experiences ranged from **New Year's Eve Celebrations, Christmas Extravanzas, Dining with The Jersey Boys** and many more.

The great hospitality events take place throughout G Live and The Glass Room, Bellerby Studio and seminar rooms provided the settings for corporate, community and private events all year round. From training meetings to engagement parties, public consultations to product launches no two days were ever the same throughout the year.

We have launched a brand new pre-ordering system for interval refreshments

Customer Service

2018-19 saw the launch of the **Four Pillars** training scheme for all staff and volunteers. The focus of Four Pillars is on all aspects of customer service including exceeding expectations, product knowledge, considering what different customers prioritise and problem recovery.

The scheme is a bespoke training package designed exclusively for HQ Theatres & Hospitality and, aligned to the training, provides a reward and recognition structure for staff to strive for. Applause Cards are issued when staff members go above and beyond customer expectations and Standing Ovation Awards are presented to those who consistently excel.

In addition G Live continues to be assessed by 'mystery shoppers' every month to independently report on customer experiences - from the moment they visit the website to see whats on, through the booking process, attending the event and right through to departure at the end of the evening.

G Live has always prided itself on friendliness and a warm welcome but since the focus on customer service in 2018-19 there has been a dramatic improvement on the scores received through the monthly assessments.

August 2018-January 2019

Average score: 81.5%

February 2019-July 2019

Average score: 91.7%

This 10% rise in customer satisfaction is a testimony to the vast team of part-time and full-time staff and volunteers who have undertaken and embraced the training and firmly put the customer at the heart of the venue.

Not only do we see customers having a better experience but they will deepen their relationship with G Live as they are more inclined to revisit more frequently.



We are working with suppliers to reduce and, where possible, eliminate plastic-use in our food and drink service



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	KPI	Variance	Notes
1 Main Hall Live Programme. No. of Shows.	180	188	193	164	169	205	203	198	250	-52	Excludes get ins, rehearsals and non performance events such as the beer festival, conferences.
2 Main Hall Community Events	60	41	40	92	136	166	173	125	15	110	Includes Hillsong services.
3 Main Hall Non-Performance Events	48	47	47	63	51	49	47	67	-	67	Get ins, rehearsals & Hospitality events in the main hall
4 Total Main Hall Event Activity	288	276	280	319	356	420	423	390	265	125	Includes Main Hall shows, events, rehearsals, get-ins and non-performance events.
5 Main Hall Attendance	130,574	136,021	139,199	177,079	198,900	230,527	246,492	258,022	161,257	96,765	Compared to maximum KPI 161,257 (y1 -20%, y2 -10%, y3 -5%, y4 +10%, y5 +23%, y6 +42%, y7 %).
6 "Non-Main Hall Hospitality Events STUDIO"	50	35	30	27	40	49	25	29	125	86	Studio & Reception only. Excludes Sem Rooms & Foyer events. KPI includes both lines 6 & 7
7 "Non-Main Hall Hospitality Events ALL OTHER SPACES"	97	66	105	59	128	167	171	182			Ancillary spaces excluding Studio and Reception Rooms. Numbers count to KPI on line 6 also.
8 Education Projects	218	85	215	193	230	212	275	263	100	163	Creative Arts Wk, Applied Arts Industry Wk, Holiday skills wks, Writers Grp, Innovate G'ford, Partner schools
9 Main Hall Dark Days	114	115	116	91	85	64	67	57	80	-23	Quality over quantity as reported via the MSRM.
10 Customer Service											KPI is rated 90% good / very good
10.1 Show / Event		92%	97%	98%	98%	99%	98%	99%	90%	9%	
10.2 Service / Staff		92%	92%	93%	95%	93%	93%	94%	90%	4%	
10.3 Facilities		95%	94%	94%	94%	97%	95%	93%	90%	3%	
10.4 Booking / Info		89%	90%	89%	92%	91%	93%	92%	90%	2%	
10.5 Catering / Hosp		72%	75%	64%	66%	65%	66%	67%	90%	-23%	Reflects bar scores & pre-show food offer.
10.6 All above combined		88%	90%	88%	89%	89%	89%	89%	90%	-1%	Average across KPI's

The **Main Hall Live Programme (1)** remains at a very high level of performances and this gives us the optimum breadth of live shows. It is 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) vastly exceeds the target, by an impressive 47%, and shows 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 events than was anticipated.

Guildford Borough Council have absolutely provided a resource for the local community – not only as customers and audience members but participating fully in events and appearing on the stage themselves.

The **Main Hall Attendance (5)** is at its highest point ever with over a quarter of a million people attending. It exceeds the target, revised upwards in Year 5 of the contract by an incredible 60%. These high levels 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 target of 125 **Non-Main Hall Hospitality Events (6 & 7)** was exceeded impressively by 86, the highest achievement in the history of G Live. 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 Guildford 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 decreasing and far lower than the target of a maximum of 80 days a year. This is one target that it is a pleasure to miss by a distance as it is a sign of the ongoing strength of the building that the Main Hall is so in demand by the mix of events described throughout the report.

In common with the majority of venues around the country the programme is lighter during the school summer holidays. This is in part due to the increased attraction for people of outdoor entertainment and in part due to less touring product being available at this time of year. Basing the majority of dark days around the school summer holiday this also provides a much-needed opportunity for the technical and facilities team to carry out maintenance on the building and its equipment. Staff training is also undertaken at this point.

The **Customer Service KPIs (10)** are described in detail in Section 8 of the report. It is most pleasing to see satisfaction in the event/show is at an impressive 99%. The more troublesome scoring of satisfaction in catering/hospitality is improving at 67% and there are a range of training and initiatives described elsewhere to make the experience better. These include providing pre-order facilities to mean people do not need to queue and providing restaurant tables for the whole evening for customers in order that they can return to their table in the interval and not feel rushed through their meal.

Overall the KPIs emphasise the momentum and strength the venue is enjoying. None of the achievements shown over the past eight years could be achieved without good fortune, but equally none could be made with this alone. Instead the results are really 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. Customer Satisfaction Information

G Live, along with each HQ Theatres & Hospitality venue, takes great pride in proactively seeking customer feedback in order that the organisation can grow and continually improve.

There are a variety of ways that G Live receives feedback from customers and these include:

- Contacting any department or individual member of staff, all methods of contacting are displayed clearly on our website
- Feedback invitations are e-mailed to customers during the performance or event they are attending, this feedback

is then summarised overnight to management staff

- Staff who receive feedback in person on the day of performance or event collate feedback in a show report that is circulated to management at the each evening
- A full 'mystery shopper' assessment is undertaken each month scoring every aspect of the venue from browsing the website to discover what is on all the way through to departure after the performance or event
- Annual survey of Guildford-based customers to gather headline information on perceptions of venue

Annual Customer Survey

The headline results in relation to the Operator Agreement KPIs are:

KPI - target 90%: Good or Very Good	2018/19 Result	2017/18 Result	2016/17 Result	2015/16 Result	2014/15 Result
1 The enjoyment/quality of the event/performance	99%	98%	99%	98%	98%
2 Staff service	94%	93%	93%	95%	93%
3 Facilities at the venue	93%	95%	97%	95%	94%
4 Ease of booking / Access to information	92%	93%	91%	92%	89%
5 Quality of catering	67%	66%	65%	66%	64%
Average total	89%	89%	89%	89%	88%

The following questions have been asked since 2015/16. While not formal KPI's, they do offer additional perspective on customer experience at the venue

	2018/19 Result	2017/18 Result	2016/17 Result	2015/16 Result	2014/15 Result
1 Friendliness of staff	96%	96%	95%	95%	N/A
2 Cleanliness of facilities	97%	97%	97%	96%	N/A
3 Ticket value for money	81%	80%	79%	84%	N/A

It is very pleasing to see the percentages remaining consistently ahead of the KPIs for the vast majority of the areas covered. To know that 99% of people asked enjoyed the event or performance and considered it high quality is a fantastic achievement and one that shows a tangible benefit to the customer of attending G Live. It has long been accepted that attending a high-quality entertainment event is positive for mental wellbeing and happiness.

Due to the nature of the questions and style of the survey it is hard to drill down too much into detail and ascertain why some areas have lower scores than others. Quality of catering scores have been steadily improving but it is uncertain whether the minority who are not scoring this as good or very good are doing so due to queues, service or price of food and drink at G Live.

Monthly Customer Service Assessments

HQ Theatres & Hospitality are very proud to work with HGEM (Guest Experience Management) to assess G Live every

month on a full range of aspects of the customer experience. The scorecard covers the customer journey from browsing the website, purchasing tickets, cleanliness of the venue, food and drink experiences, quality of the show, lasting impressions and even departure from the venue. It marks the venue against specific standards of service expected from G Live.

This thorough and forensic approach is also applied each month to the dining experience at the Mezzanine Restaurant with its own assessment of staff, service, quality of food and overall experience.

Reviewing and responding to these monthly assessments is a key part of every staff member's job and enables holistic sharing of the responsibility for improving and over the last twelve months we have seen some clear improvements.

Below is displayed an abridged table of results focussing on three main scores - overall experience, sales through service (whether the customer was made aware of additional products/services available to them) and the restaurant experience.

Not only are staff better trained and prepared but the scheme has increased recognition within G Live of positive achievements

Date	Overall Experience	Sales Through Service	Restaurant Experience
Oct 2018	84%	54%	
Nov 2018	70%	64%	
Dec 2018	83%	92%	79%
Jan 2019	80%	81%	53%
Feb 2019	99%	100%	100%
Mar 2019	88%	63%	97%
Average Oct-Mar	84%	76%	82%
Apr 2019	94%	71%	76%
May 2019	84%	69%	71%
June 2019	97%	100%	90%
Jul 2019	88%	67%	91%
Aug 2019			
Sep 2019	90%	100%	85%
Average Apr-Sep	91%	81%	83%
Average Oct-Sep	87%	78%	82%





It has long been accepted that attending high quality entertainment & events is positive for mental wellbeing and happiness

G Live has displayed huge improvement over the course of the past year in the scores being received by the 'mystery visitors' and this has been another very positive sign of strong leadership and the entire team coming together to improve.

A key tool in this improvement has been the bespoke Customer Service training scheme introduced at G Live and throughout the HQ Theatres & Hospitality group - Four Pillars

Four Pillars

The Four Pillars scheme was introduced at G Live in 2018 and over the course of the Autumn was rolled out to all staff. With in-house Champions leading the process it focusses all staff on four key areas:

Surprise & Delight - how can we exceed our customers expectations

Align & Adapt - our customers change every day, how can we tailor our service to different groups

Widening The Window - how can we increase customer awareness of our different products and services

Challenge Into Opportunity - how do we recover when things do not go according to plan.

It is clear from the improvement in the customer service scores just how effective Four Pillars has been. Not only are staff better trained and prepared but the scheme also has increased recognition within G Live

of positive achievements. Staff members can be given an Applause Card when they display excellent customer service skills. All applause cards each month are then entered into a prize draw. Mystery customer reports can identify a Star Of The Show and this wins the individual a prize. This has increased the desire of staff members to exceed expectations on a regular basis.

Immediate feedback from customers

Each night, any customer attending G Live that day who has given us permission to contact them by e-mail is sent a short survey to tell us about their experience.

This has resulted in almost 2,000 customers completing the surveys over the past 12 months and we have achieved an average score of 86% satisfaction and this has enabled us to focus on trends as well as specific incidents.

A selection of comments:

"A clean, modern venue with comfortable seating and friendly staff. What's not to like?"

"We like G Live, it's a good venue and very local"

"The show was amazing, very high energy and superb dancing and the service from staff was fabulous. Couldn't have been more helpful"

Customer service and improvements to the customer experience are at the heart of everything we do.



8. Facilities and Health & Safety

G Live was nominated for the People's Choice Award at the Blue Badge Awards, a prestigious award championing accessibility and inclusivity

Facilities

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.

2018-19 has seen a number of improvements undertaken including:

- Converting lighting in the auditorium to LED for energy saving and benefits of a reduction in maintenance
- Replacement of CCTV equipment - coverage is now all HD
- Replacement and repair of 50% of radiators following corrosion
- Upgrading the foyer digital signage to centrally managed content management system
- Installation of additional pipes in café/bars to provide additional pump capacity to enable additional draught ales to be made available in more sales points
- Refurbishment of the lower foyer ice cream parlour to enable more products to be available

The G Live team work closely with Guildford Borough Council staff to monitor the building on a monthly basis and to liaise with contractors including the original architects on a range of matters relating to both the exterior and interior of the building.

With the regular daily usage of the building by Busy Lizzy's parent and baby group and the weekly services of Hillsong Church there are fewer and fewer times when it is possible to routinely maintain some of the areas of the building and that is why August, with a lull in the performance activity is so valuable.

G Live was recently nominated for the Peoples Choice Award at the Blue Badge Awards celebrating accessibility - this is a prestigious award championing access for disabled people.

Health & Safety

G Live continues, along with the other venues within HQ Theatres & Hospitality, 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 all relevant but that it exceeds statutory levels and the venue is a leader within the industry.

In order to achieve this, a shared portal is used by all venues to upload certification, training plans, risk assessments and method statements. This can automate reminders of paperwork that is overdue or the need to review policies and procedures.

In the most recent annual external H&S audit G Live was commended on the continuous improvement it has shown.

The audit stated: "Good progress has been made at the venue over the course of the year, and high standards of facilities management have resulted in only relatively minor issues being picked up during the walkaround. This has led to an improvement of the audit score from last year."

The score was 89%, a 6% improvement on the already high achievement in 2018.

Jon Ross, the Buildings & Facilities Manager at G Live, was awarded the Technical Award of the Year at the recent HQ Theatres & Hospitality Celebration of Excellence Awards.

9. Financial Performance

HQT&H continue to invest in capital projects that will further refine the venue's future operation

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.

G Live is delighted to announce a strong draft financial result for the eighth year of the contract. It produces a post-subsidy profit which has once again increased on last year and all prior years.

The profit is c.£350,092. This will therefore invoke a profit share arrangement and the council will receive a rebate of c.£70,018.

Financial Results For Each Contract Year

Subsidy per attendee and per Guildford population

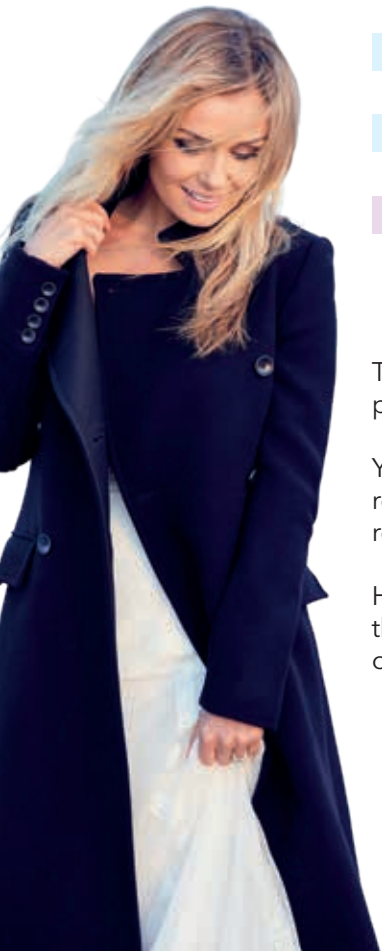
	Attendance	Overall Profit	Profit Share	Net Subsidy	Subsidy/Attend	Subsidy/Population
Year 1	130,574	£0	£0	£328,595	£2.52	£2.40
Year 2	136,021	£34,235	£6,847	£321,749	£2.37	£2.35
Year 3	139,199	£138,906	£27,781	£300,815	£2.16	£2.19
Year 4	177,079	£173,021	£34,604	£293,992	£1.66	£2.14
Year 5	198,900	£177,121	£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

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

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

Year 8 has seen G Live's per attendee and subsidy per population reduce to their lowest levels at £1.00 and £1.88 respectively representing terrific value achieved through the GBC subsidy.

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



£350,000

profit in 2018-19

£70,018

profit share

£1

of subsidy per attendee

Year 2018/19 Operations

	ACTUAL OCT 2018 £	ACTUAL NOV 2018 £	ACTUAL DEC 2018 £	ACTUAL JAN 2019 £	ACTUAL FEB 2019 £	ACTUAL MAR 2019 £	ACTUAL APR 2019 £	ACTUAL MAY 2019 £	ACTUAL JUN 2019 £	ACTUAL JUL 2019 £	ACTUAL AUG 2019 £	ACTUAL SEP 2019 £	TOTAL ACTUAL OCT-SEP YEAR 8 £
REVENUES													
THEATRE SALES													
Theatre Rentals	40,706	67,600	40,769	40,659	42,708	65,190	26,539	42,190	34,443	43,800	22,605	33,107	500,316
Ticket Sales	169,494	123,660	149,690	133,642	175,607	96,776	186,746	215,804	145,586	88,534	13,808	84,964	1,584,311
	210,199	91,260	190,459	174,301	218,315	161,966	213,285	257,994	180,030	132,335	36,414	118,070	2,084,627
THEATRE COSTS													
Artists Fees	126,412	98,146	110,333	97,101	137,293	75,481	141,483	157,689	102,086	64,932	8,739	62,824	1,182,518
Royalties	6,966	-	2,623	-	6,454	523	4,141	11,723	3,922	-	1,542	-	37,893
PRS	2,933	3,397	1,078	2,249	408	(664)	767	2,511	2,091	1,608	40	1,031	17,450
Credit Card Commission	2,258	1,938	2,528	710	3,797	2,280	1,670	1,182	934	1,361	1,703	1,522	21,884
	138,569	103,481	116,561	100,060	147,952	77,621	148,061	173,105	109,033	67,901	12,024	65,377	1,259,745
THEATRE GROSS PROFIT	71,630	87,779	73,898	74,241	70,362	84,345	65,224	84,889	70,997	64,433	24,390	52,693	824,882
GP %	34.1%	45.9%	38.8%	42.6%	32.2%	52.1%	30.6%	32.9%	39.4%	48.7%	67.0%	44.6%	39.6%
TOTAL OTHER INCOME	56,157	58,745	55,003	46,368	72,358	50,027	42,864	44,141	28,897	27,812	22,360	46,142	550,872
TOTAL HOSPITALITY CONTRIBUTION	14,255	34,212	42,614	3,147	11,970	14,627	9,130	23,912	31,596	9,741	(16,344)	3,828	182,686
TOTAL REVENUES	142,041	180,735	171,515	123,756	154,690	149,000	117,217	152,942	131,489	101,986	30,406	102,663	1,558,441
THEATRE OVERHEADS													
TOTAL STAFFING COSTS	50,582	43,827	50,924	61,684	63,556	59,174	66,559	57,938	72,136	71,463	68,885	70,536	737,264
TOTAL ADMINISTRATIVE COSTS	53,086	78,994	49,067	41,792	48,086	48,691	66,527	40,479	44,258	46,189	66,849	49,780	633,797
TOTAL CAPEX	-	-	-	1,336	-	4,939	-	-	-	-	-	-	6,274
TOTAL UTILITIES	13,842	12,820	15,547	15,599	16,916	8,296	13,531	9,741	13,169	13,425	15,762	10,958	159,608
TOTAL THEATRE OVERHEADS	117,509	135,641	115,538	120,410	128,558	121,100	146,617	108,159	129,563	131,077	151,496	131,275	1,536,944
SURPLUS / (DEFICIT)	24,532	45,094	55,976	3,345	26,133	27,899	(29,400)	44,783	1,927	(29,091)	(121,090)	(28,611)	21,497
SUBSIDY	27,383	27,383	27,383	27,383	27,383	27,383	27,383	27,383	27,383	27,383	27,383	27,383	328,595
TOTAL SURPLUS / (DEFICIT)	51,915	72,477	83,359	30,728	53,516	55,282	(2,017)	72,166	29,310	(1,708)	(93,707)	(1,229)	350,092
Council Share -20%	10,383	14,495	16,672	6,146	10,703	11,056	(403)	14,433	5,862	(342)	(18,741)	(246)	70,018
G Live Share - 80%	41,532	57,982	66,687	24,583	42,813	44,226	(1,614)	57,733	23,448	(1,367)	(74,966)	(983)	280,074
	51,915	72,477	83,359	30,728	53,516	55,282	(2,017)	72,166	29,310	(1,708)	(93,707)	(1,229)	350,092

10. Economic Impact

Economic contribution assessment

The economic impact of activities at G Live into the Guildford borough economy in 2018-2019 was **£4.9m**.

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.	£3,348,502
Local Venue Expenditure	Purchases by G Live of goods and services through local businesses, shops and suppliers.	£573,394
Local Visiting Company	Purchases made locally by G Live visiting companies Expenditure and their personnel (artists, technicians, stage crew etc.)	£225,000
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).	£715,807
TOTAL		£4,862,703

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).







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— IN PARTNERSHIP —