

Annual Report

2019/2020

Contract Year Nine



IN PARTNERSHIP

136,185

attendances
in just
6 months

Contents

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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

193
community
events
held in just
six months

Footfall
4%
higher
than same period
in prior year

Hospitality
income
20%
higher
than same period
in prior year

2/3 of
public give
perfect
5 stars
on social
media reviews

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%
Sub-total	265	153	130216	58%
Get in/Get out/Prod/Reh		5		
Internal Events		0		
Rehearsals		0		
Sub-total		5		
Conference		4	2782	
Dining/Banquet		8	2215	
Exhibition		0	0	
Hospitality Other		2	972	
Sub-total		14	5969	
Total	265	172	136185	65%
Dark Days	28			



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.





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

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
Sub Total	204	306	510
Conference	3	103	106
Dining/Banquet	1	1	2
Exhibition	-	2	2
Hospitality Other	15	20	35
Sub Total	19	126	145
Total	223	432	655

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.

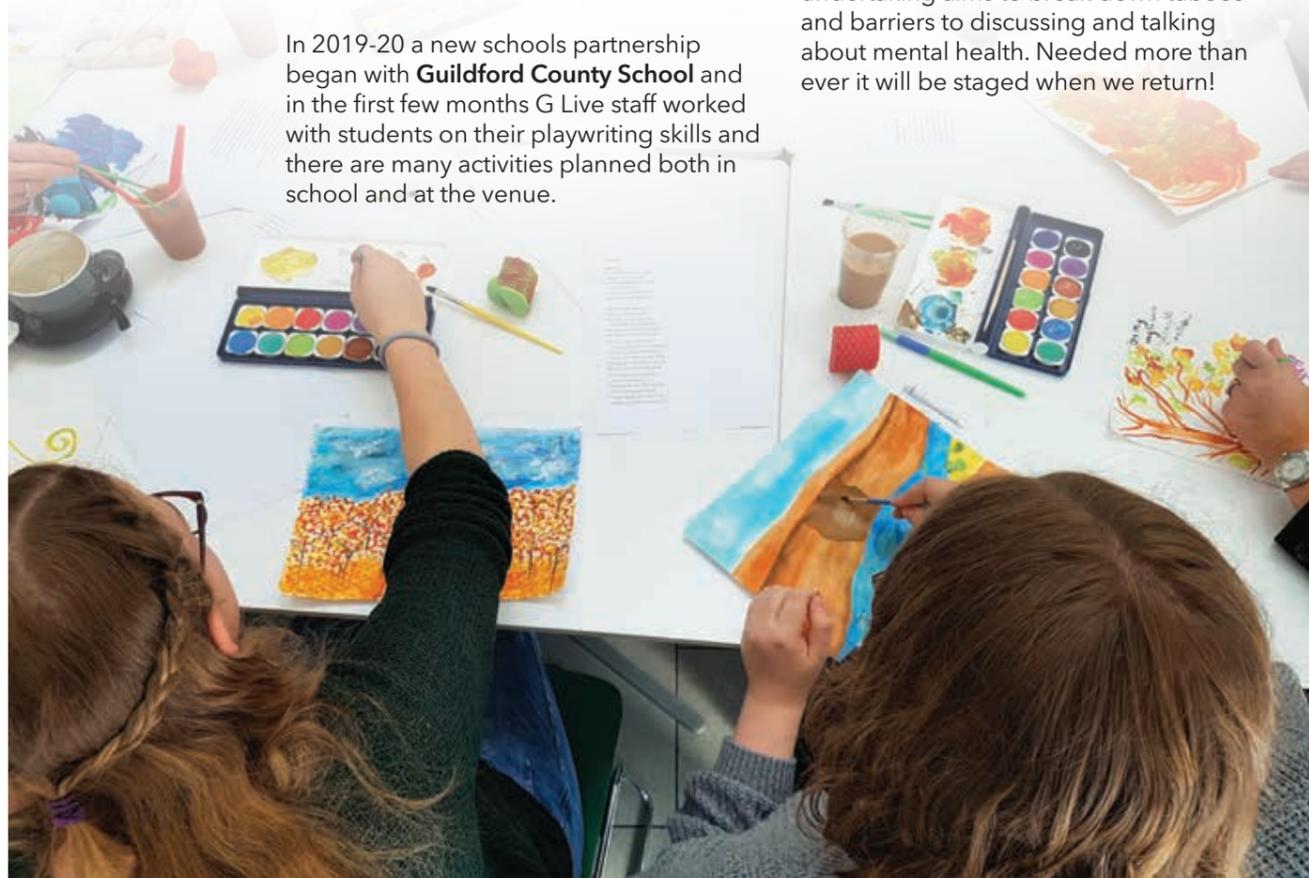
G Live once again played host to **Shakespeare Schools Festival** where numerous local schools performed excerpts from the work of the Bard on the main stage at the venue. As well as the performances, the students worked with theatre professionals in the Bellerby studio to hone their skills.

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

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.

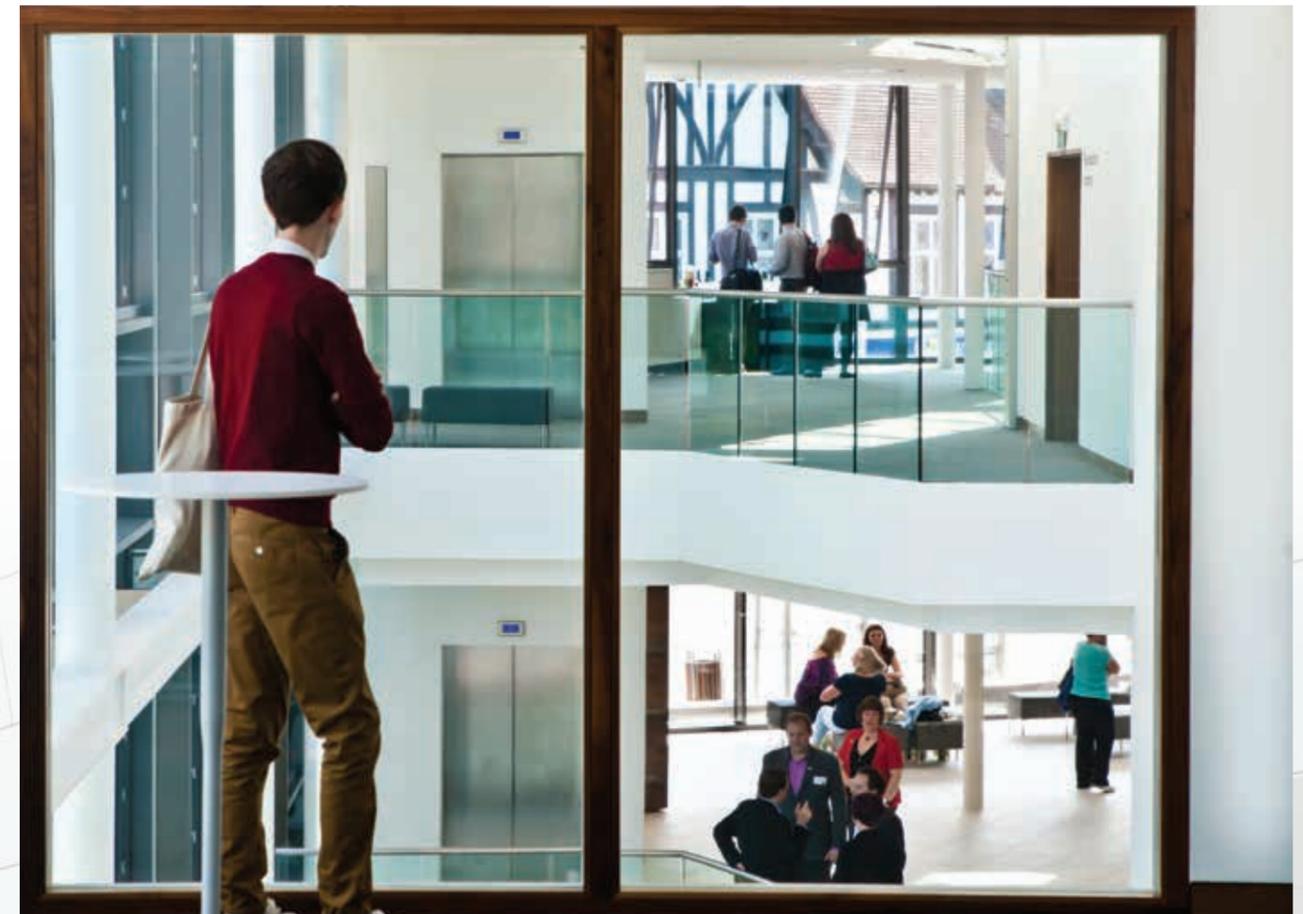
G Live is currently within Phase 2.

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
Year 9	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 £
REVENUES											
THEATRE SALES											
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
	222,322	232,491	251,568	134,654	267,186	148,821	-	-	-	-	1,257,041
THEATRE COSTS											
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
	134,576	135,913	158,953	71,663	166,304	97,542	624	173	112	223	766,084
THEATRE GROSS PROFIT	87,745	96,578	92,615	62,991	100,881	51,279	(624)	(173)	(112)	(223)	490,957
GP %	39.5%	41.5%	36.8%	46.8%	37.8%	34.5%	0.0%	0.0%	0.0%	0.0%	39.1%
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
TOTAL REVENUES	164,181	229,337	210,180	133,565	190,335	61,528	(3,966)	(237)	(3,461)	(3,602)	977,861
THEATRE OVERHEADS											
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
TOTAL THEATRE OVERHEADS	139,111	151,496	138,732	126,613	93,879	127,794	94,880	37,800	41,818	55,900	1,008,024
SURPLUS / (DEFICIT)	25,070	77,841	71,448	6,952	96,456	(66,266)	(98,846)	(38,037)	(45,278)	(59,502)	(30,163)
SUBSIDY	27,383	27,383	27,383	27,383	27,383	27,383	82,149	27,383	27,383	27,383	328,595
TOTAL SURPLUS / (DEFICIT)	52,453	105,224	98,831	34,335	123,839	(38,883)	(16,697)	(10,654)	(17,895)	(32,119)	298,432
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
	52,453	105,224	98,831	34,335	123,839	(38,883)	(16,697)	(10,654)	(17,895)	(32,119)	298,432

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.

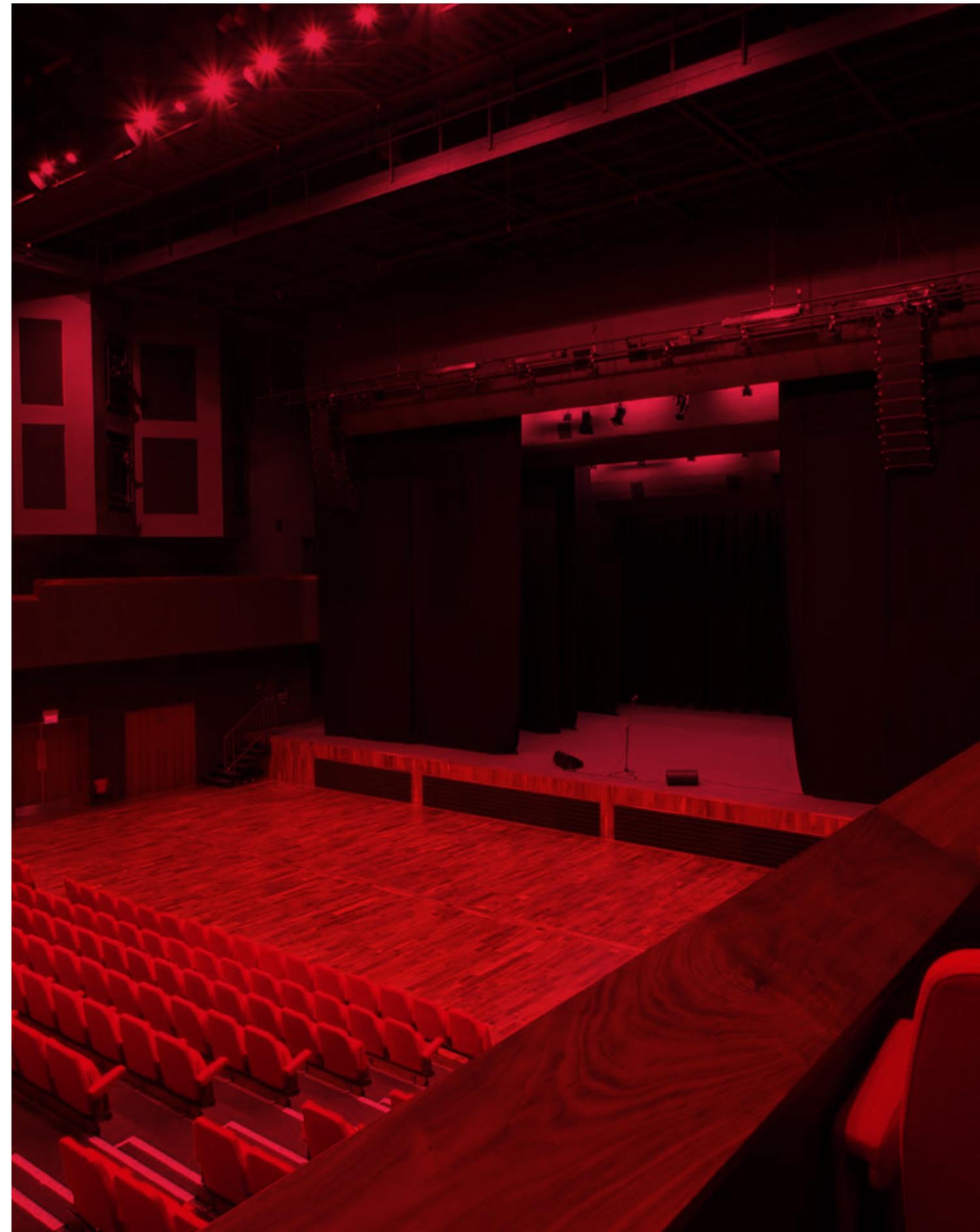
The following direct local economic contributors are factored into this assessment:

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.	£1,280,654
Local Venue Expenditure	Purchase by G Live of goods and services through local businesses, shops and suppliers.	£191,115
Local Visiting Company Expenditure	Purchases made locally by G Live visiting companies and their personnel (artists, technicians, stage crew etc.)	£112,500
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).	£329,608
TOTAL		£1,913,877

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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