

## G Live Annual Report Presentation meeting

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

### Present;

From GBC:

Ian Doyle (ID)

Jonathan Sewell (JBS)

Charlotte Brindley (CB)

Cllr James Steel (JS)

Cllr Pauline Searle (PS)

Cllr Tom Hunt (TH)

Cllr Ramsey Nagaty (RN)

Cllr Graham Eyre (GE)

From HQ Theatres;

Alvin Hargreaves (AH)

Derek Aldridge (DA)

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

	<p>AH went on to explain that HQT set up a central business critical team to keep the cashflow in the business as much as possible and to reschedule shows (sometimes up to 4 times) in efforts to maintain the tickets and keep customers on board. AH commented how very supportive and understanding the audiences have been of the situation that G Live has found itself in. Many customers agreed to re-schedule over and over or agreed to take vouchers instead if they couldn't attend the revised date (as opposed to a refund).</p> <p>HQT Head office has worked tirelessly to identify support packages that HQT could rely on, such as the job security (furlough) scheme. HQT also applied to the DCMS for cultural relief funding for G Live but was unsuccessful for non-specified reasons. AH added that the two venues in HQT's portfolio that were both unsuccessful are in the south east and both venues are similar in terms of being light entertainment, music and comedy venues. In light of that, AH expressed gratitude to GBC for the supplier relief funding that has been put in place to assist HQT through this ongoing difficult phase.</p> <p>AH commented how one of HQT's priorities has been to look after its staff. AH commented how difficult it has been for everyone, and for many who work in this sector, their work defines what they do and this has been taken away. The business critical team have been in touch with the workforce routinely and regularly throughout and set up a digital hub with a variety of material such as entertainment, free training, useful resources, self-learning to help break up the days and ensure they maintain contact with the organisation and still feel that they are very much part of the HQT family.</p> <p>AH shared his optimism now that a vaccine has been established and there have been improvements in test and trace and role-outs of rapid testing. HQT are currently planning to re-open sometime between February and April next year and very much look forward to welcoming people back and see how this will be made possible. There is still a level of uncertainty and guidance is constantly being updated and as a result HQT's plans are constantly being reviewed. AH expressed how the next couple of months will be tough, and it is expected there will be tighter restrictions imposed following the ease of restrictions during the Christmas break.</p> <p>AH explained the type of investment that will be required in order to meet the needs for re-opening as safely as possible and to adapt to the changes in behaviour of the customers. Many will expect a cashless/ contactless operation and so the access systems and ticketing arrangements will need to be reviewed as well as all the other COVID measures that are required to be implemented.</p> <p>AH to handed over DA to run through the Annual Report.</p>	

<b>3.0</b>	<b>Presentation of the Annual Report</b>	
3.1	DA explained that there were essentially 2 distinct halves of this 9 <sup>th</sup> contract year which runs from 1 October 2019 to 30 September 2020. The first half of the contract year (between October and March) was 'normal' operation, but the second half, there was no operation following the closure of the venue on 16 March. Despite this, DA was pleased to report that footfall was 4% up (against the same period last year) and the hospitality income was 20% higher, which meant that it was on target for its busiest year ever. G Live also managed to host 193 community events in just under 6 months of operation.	<b>Info</b>
<b>4.0</b>	<b>Main highlights &amp; Executive Summary</b>	
4.1	DA echoed AH comments in terms of how supportive and understanding customers have been, in fact 90% of customers have retained their tickets. Some haven't been able to be reschedule but 72% of those customers have accepted vouchers which means that there is a strong customer base who are keen to return to G Live.	<b>Info</b>
<b>5.0</b>	<b>Programme Balance and Range</b>	
5.1	<p>DA then described the programming for 2019/20. DA provided a summary to what was achieved within the main hall before the venue had to close in March. The table can be found on page 6 of the Annual Report.</p> <p>DA reminded the meeting that the Key Performance Indicators (KPI's) were set prior to the commencement of the contract in 2011 and are therefore not considered a good indicator of performance, and this year's figures will be even more out of step due to G Live only being open for just under 6 months. This can be demonstrated by the number of community events that have been achieved in the main hall (62) against a KPI of 15. After 9 years of operation, G Live is now very much established within the market and community events are an integral part of G Live.</p> <p>DA is pleased to report that 58% of the annual target for total number of events had been achieved for the 5.5 months of operation.</p>	<b>Info</b>
5.2	DA touched upon the programme balance for next year which is very strong and is broadly similar to previous years. DA commented that the diary is already very full. HQT have had some concerns that some genres (which are naturally reliant on the older demographic) would be impacted in terms of levels of attendance when the venue re-opens, however HQT have seen as much appetite to get out and see shows and have seen no evidence that older people were reluctant to attend in the initial stages of the pandemic.	<b>Info</b>
5.3	DA confirmed that the dance and musicals will be appearing at G Live again next year, with the Strictly Ballroom musical (moved from this year) ready to go ahead. There is plenty of live music covering all genres, booked in too.	<b>Info</b>
5.4	DA went on to describe the breadth of the community use, whereby Hillsong Church continues to be G Live's most regular	<b>Info</b>

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

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

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

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

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



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

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

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

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