

# G Live – Annual Report

## Oct 21 – Sep 22



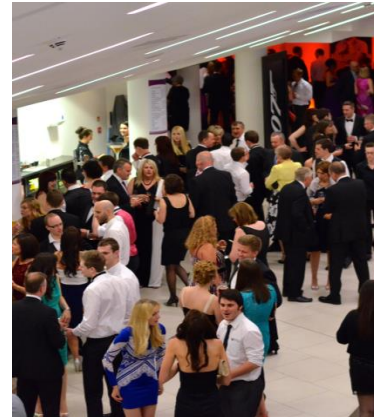
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# 1. Purpose of Report

# 1. Purpose of Report

- This report is a summary of G Live's 11th full year of operation and sets out the venue's performance against the KPIs included in the Operator Agreement between Trafalgar Theatres (TTH) (formerly HQ Theatres & Hospitality) and GBC
- The reporting period is **1 October 2021 to 30 September 2022**
- During this period the venue was in full operation throughout the year having reopened in late August 2021 following the Covid-19 pandemic.
- However, the period under review was impacted by the emergence of the Omicron variant (Dec 21 – Mar 22) which led to a number of cancelled performances and events and a significant reduction in consumer confidence.
- As such, the report covers a recovery and remobilisation period for the venue and its team; set against a similar recovery for audiences, visiting producers and the wider sector as a whole
- The basis of this report is the performance, community and corporate events activity as reported to GBC at the Monthly Service Review Meetings (MSRM) which have been held since commencement of the contract
- G Live has presented monthly summary reports as follows:
  - Live Programme, including final ticket sales
  - Financial summary for the wider business
  - Creative Learning / Community Activity
  - Marketing Activity
  - A summary of Hospitality Activity
  - 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 Trafalgar Theatres 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



## 2. Executive Summary & Key Stats

## 2. Executive Summary & Key Results

### Overview

- Contract Year 11 represents a 'recovery year' following Covid-19
- The venue reopened and returned to normal operations from Aug 21
- Omicron impacted operations between Dec 21 – Mar 22
- Challenging staffing and recruitment – particularly technical and kitchen

### Programme & Events

- 255 events delivered in main house - increase driven by reschedules
- Spikes in comedy, live music and shows aimed at younger audiences
- Slower recovery for events aimed at older audience segments
- Return of conferences and large-scale private hires was subdued
- Hillsong returned, but to one service each Sunday (rather than 2/3)
- Total main house attendance = 179,309 (111% of GBC target)

### Creative Learning

- Creative Learning returned with a refreshed and revitalised offer
- Strong delivery - 125 events and 3,316 participants during the year
- First ever Summer Youth Project (Aladdin Jr) undertaken

### Food, Drink & Hospitality

- Bars, pre-show dining and restaurant remobilised following Covid closure
- Challenging trading; particularly within restaurant function
- Compounded by vacancies and recruitment challenges within kitchen
- Strong trading on bars and retail offer

179,309

MAIN HALL  
ATTENDANCES

£3m

LOCAL ECONOMIC  
CONTRIBUTION

68.4

NET PROMOTER  
SCORE

### 3. Programme Balance & Range



# 3. Programme Balance & Range

Following 17 months of closure audiences , artists and producers were eager to return to performances and the profile of the programme reflected this. G Live was once again able to demonstrate the breadth of performance and participation it can successfully showcase cementing its position as one of the leading concert halls of its size in the UK.

## Music

A vast array of artists took to the G Live stage in 2021-22 including global icons such as **Roger Taylor** from Queen, Pink Floyd's **Nick Mason**, **Steve Hackett** from Genesis and the one and only **Van Morrison**. The music never stopped as month after month saw appearances by **Scouting For Girls**, **Seth Lakeman**, **Gabrielle**, **Billy Bragg**, **Jools Holland**, **Levellers**, **Texas**, **Tony Hadley**, **Sophie Ellis-Bextor**, **Heather Small**, **10cc**, **Skunk Anansie**, **Marti Pellow** and **The Shires** to name but a few.

## Community

The desire by local schools, performing groups and key stakeholders in Guildford to return to stage their events at G Live was very strong and a testament to the collaboration and partnerships of G Live's first decade. The past year has seen events by **Guildford Theatre School**, **Guildford Symphony Orchestra**, **Guildford Choral Society**, **Southern Pro Musica**, **Guildford County School** and **Vivace Chorus**. The venue was also home to the **Academy of Contemporary Music's** graduation ceremonies, **University of Surrey** balls, **Guildford High School's** prizegiving and **Guildford Rotary Club's** annual schools concerts.

## Comedy

In 2021, more than ever, audiences wanted to escape the day-to-day and simply have a good laugh. The joy was tangible as audiences returned to meet with friends and family to see long-awaited shows from the top comedy stars in the country. These included **Ricky Gervais**, **Bill Bailey**, **Katherine Ryan**, **Romesh Ranganathan**, **Rob Brydon**, **John Bishop**, **Rhod Gilbert**, **Jimmy Carr**, **Alan Carr**, **Jason Manford**, **Henning Wehn**, **Sandi Toksvig**, **Micky Flanagan**, **Paul Merton**, **Nish Kumar**, **Jack Dee** and many,many more. It was a particular honour to host the iconic BBC Radio show **I'm Sorry I Haven't A Clue!**





# 3. Programme Balance & Range

## Dance

The G Live stage played host to exhilarating dance performances from **Ballet Boyz**, **Lord of the Dance** and the incredible **Diversity**. It also saw live shows from the stars of Strictly: **Anton Du Beke**, **Giovanni Pernice**, **Oti Mabuse**, **Johannes Radebe**, **Karen Hauer**, **Aljaz & Janette** and **Gorka Marquez!**

## Spoken Word

A wide variety of thought-provoking and entertaining speakers enthralled audiences throughout the year. From the astonishing tales of exploration from **Tim Peake**, **Rannulph Fiennes**, **Steve Backshall** and **Jason Fox** to the wit and hilarity of **Miriam Margolyes**, **Claudia Winkleman**, **Danny Baker** and **Fran Lebowitz**.

## Children & Family

Developing future audiences is critical and family shows at G Live did just that. **Peppa Pig**, **Justin Fletcher**, **The Tiger Who Came To Tea**, **Milkshake** and **Dinosaur World** ensured children laughed, learned and loved seeing live entertainment – many for the first time!

## Classical Music

Due to the continuing challenges of Covid and then the conflict in Ukraine it was very difficult to stage concerts from international orchestras in the way G Live normally would. However, the **Royal Philharmonic Orchestra** did return for a sold-out concert.



### 3. Programme Balance & Range – KPI Measures

#### Main Hall Activity

The activity in G Live’s Main Hall between 1/10/21 and 30/09/22 is illustrated in the table to the right

We are pleased to see a return to more normal programming cycles and, whilst the target figures have not been exceeded overall for the main house programme - a result of 96% in the overall is a positive result. The period under review was typified by touring content geared towards a younger demographic; hence spikes in Comedy and live-music standing content – as these genres returned more quickly following the pandemic.

As with all venues that present touring work the programme breakdown is subject to availability of content at a suitable scale and the alignment of the venue diary with the routing of tours to peer venues.

Community content includes Schools Events, Graduation Ceremonies, Community Choir Activity and the regular Hillsong Sunday Services.

	GBC Target	Actual	Attendances	% of GBC Target
Children/Family	31	18	11,796	58%
Classical Music	18	9	4,788	50%
Comedy/Spoken Word	45	63	54,425	140%
Dance/Musicals	42	33	21,563	79%
GPO	4	0	0	0%
Other	6	21	6,553	350%
Rock/Pop Standing	14	28	29,625	200%
Rock/Pop/Jazz/World	84	22	14,865	26%
Sport	6	0	0	0%
Community	15	61	35,694	406%
<b>Sub Total</b>	<b>265</b>	<b>255</b>	<b>179,309</b>	<b>96%</b>
Get-in/get-out/Prod/Rehearsal		6		
Internal Events		0		
Rehearsals		0		
<b>Sub Total</b>		<b>6</b>		
Conference		4		
Dining/Banquet		53		
Exhibition		4		
Hospitality Other		45	Includes Meetings	
<b>Sub Total</b>		<b>106</b>		
<b>TOTAL</b>	<b>265</b>	<b>371</b>		

## 4. Creative Learning

# 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 in order to:

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

## Introduction

The re-establishment of the creative learning team at G Live in 2021 paved the way to create a refreshed and more focused programme that complimented and reflected the local changes for a post Covid landscape.

The department had an extremely successful year through the development of dynamic programming of diverse and rich creative and cultural arts opportunities for children, young people, and families with the newest development of building an adult's creative offer.

Activities took place both at G Live as well as across communities in Guildford to widen the reach and engagement in positive and cultural enriching programmes central to individuals' wellbeing and creative entitlement.

In May 2022 the long-awaited health and well-being festival Rooted was launched, which aimed to reach and work with communities offering access to excellence through participation and creativity.

September 2022 brought strength and stability to the team with the appointment of a Creative Learning Assistant to work alongside the new Creative Learning Manager who was appointed in mid -May 2022. Below, is a summary of the varied activities undertaken between October 2021 and October 2022.



# 4. Creative Learning

## Work with Children and Young People

In October 21, February 22, May 22 and October 22, G Live staged **half-term activities** for children and young people covering a huge range of **performance and visual arts and technologies**.

These included dance, drama, computer coding, pyrography and programming, illustrations, theatrical make-up, and storytelling.

The half term workshops were **hugely popular**, most selling out in advance, delivered by both the G Live team and several locally based freelance specialists.

Future programming will have a focus on family's activities / offers as well as the **introduction of more craft-based forms** to develop the skills and experiences for participants.

We continued the successful delivery of our **Encore SEN Drama Group** for children aged 7 – 11 years and after a 10- week break, we have recruited a new artistic team to deliver an exciting creative programme launching in January 2023 with the aim of raising the quality of the provision and developing social, emotional, and creative skills amongst participants





# 4. Creative Learning

## Work with Adults

The introduction of an adult's programme at G Live saw the launch and development of a series of weekly **Intro to** workshops.

Our popular **comedy programme** has developed significantly over three terms, launching as an introductory course, and developing into a series of Intermediate Comedy sessions, culminating in an **Improv Comedy** offer next year, for adults who wish to develop their skills further in one focused area.

Our **Intro to Playwriting** group encouraged local writers of all abilities to come together in a weekly collaborative and supportive workshop environment to develop their work.

Our aim was to nurture a diverse and rich range of voices and styles to enable the participants to each develop a 10–15-minute play and on the May 3rd, Creative Learning organised an event in the Bellerby Studio to celebrate their achievements. 10-12 actors were sent the scripts in advance and attended one rehearsal in preparation for a series of performances that same evening.

It was a hugely successful event that has resulted in discussions with one of the playwright's leading a regular **Writers Group** in Spring next year.

## Summer Youth Project - Aladdin Jr

This year G Live launched our first ever Summer Youth Project – **Aladdin Jr** which was a huge success both through the artistic offer and opportunities for children and young people aged 8 – 18 years to engage, participate, create, and perform, learning new skills and developing their craft/talent as aspiring young artists.

**38 young people** came together over a two-week period in the summer to create, rehearse and perform Aladdin Jr led by a highly skilled team of Creatives from across the Southeast of England.

Following nine days of creation, **Aladdin Jr** was performed over five shows to sell out audiences. For 2023 we will take a main title to the main stage, increasing the number of people taking part along with audience capacity over a three-night run.



# 4. Creative Learning

## Community Development

In May 22 and Oct 22 G Live delivered two **Family Fun days**, which were designed to open the doors to the public to come and experience the offer and creativity of G Live, a building often disguised through the misconception that we are exclusively a programming theatre of live events and performances.

We welcomed **over 1,500 people** through the doors with a rich creative offering in participatory workshops and self-guided activities suitable for all ages.

Our Oct 22 Family Fun Day focused on programming activities that promoted **wellness** as well as boosting **self-esteem** and **confidence** skills and attracted an older age range, with the inclusion of a DJ scratch workshop, pyrography sessions and a series of improvisation based mini workshops, which several local children and their families attended.

These offerings were all very well achieved. As part of our ongoing commitment to Community Development we programmed and delivered Rooted in May - a one-month health and well-being festival.

**Rooted** in Guildford was a month-long community festival focused on Arts and Mental Health, hosted by G Live and supported and funded by the Aspire community fund and Coop Community Fund. We hosted a variety of drop ins, workshops, shows, and events throughout May 2022.

The festival idea grew from a research trip to the Edinburgh Fringe Festival in 2019 by G Live's Creative Learning Department.

Inspired not only by the work we were seeing for both children and adults, but also the wellbeing programme designed to help artists and professionals navigate a busy and potentially stressful time, we wondered if the local community would benefit from a series of themed events specifically around creativity and wellbeing. We had already seen first hand the pastoral care and wellbeing support Creative Learning gives within its offer, and how widespread the benefits of engaging in creative activity are, and we began to reach out to local community partners, residents, and participants to assess community need.

As with everything the department does, the ambition and goals for the festival fed directly

back into our three-pronged Manifesto for Change strategy: **Promoting arts, creativity, and culture for wellbeing - An Arts for All approach - Supporting and encouraging local, emerging, and early career talent.**

As part of this, we were committed reach out not just to our regular attenders, but to people who, for various reasons, may have barriers to access or may not have engaged with the venue before. We know that barriers to access can be multifaceted, so put much effort into connecting with community groups, providing flexible booking options, and using the funding awarded to ensure half of the events were free, and the rest were minimal charge. We also gave complimentary tickets to several of our most in need community members. As well as the fantastic contribution from the performers and facilitators we engaged to deliver the events, every single event was a combined effort from multiple teams, with fantastic support from other local providers, volunteers, schools, and companies to help spread the word.





# 4. Creative Learning

## 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 rehearse. 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 and a continuation of our work with Gosden House School; while launching a new formal partnership with Guildford County School. 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. New partnerships with the Community Well-being team have been born to share resources, expertise, and work through a joined-up approach to provide opportunities for communities and engage them in positive creative outlets.

## Schools' partnerships

G Live continued 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. Due to Covid we paused all the activities and resumed them in 2022.

G Live are now actively promoting solutions to those with financial barriers, whether through concessionary rates, payment plans or free places plus personal assistance places. We are continuing to explore further offers to ensure equal access to opportunities through an introduction of hardship funds and sibling discount offers so we are a place where people can thrive and take part without limitations. This works in tandem with our ethos of providing access to and widening the reach to communities, serving broader communities, and engaging more people and ensuring access to all.



## G Live Creative Learning Team

Emma Jones – Creative Learning Manager

Amy Kaye – Creative Learning Assistant

Ensuring Access

**TRAFALGAR**  
ENTERTAINMENT

# 5. Food, Drink & Hospitality

# 5. Food, Drink & Hospitality

## Overview

Whilst recovery in terms of programmed content and audiences was rapid through this reporting period; recovery of the hospitality operation was less certain. The G Live team worked to successfully remobilise pre-show dining and reopened bars, retail and kiosk positions in readiness for the return of live-shows at the venue.

## Bars & Retail

During Contract Year 11 the G Live Hospitality team solidified its approach to pre-show retailing by enhancing and developing aspects which support guest experience and enjoyment - whilst exploring opportunities to further improve commercial performance.

Bars & Retail accounted for around 72% of total hospitality income during the year.

By focusing on core retail activity in bars and kiosks, G Live is improving speed of service, encouraging earlier dwell, and ensuring that we are delivering a value-for-money pre-show operation whilst enhancing customer experience and creating a sense of occasion in front of house areas.

An excellent addition to the pre-show experiences this year has been the development of the soft-scoop ice cream parlour, complete with serve-over counters and eye-catching neon signage. This concession is extremely popular with a range of exciting flavours.

A primary factor in developing the retail operation this year has been the enhancing of the product range. A comprehensive review of the range, considering sales patterns, feedback, and opportunities to improve margins allowed us to expand the partnership with Hogsback Brewery and list additional bottled and draft products with them.

Looking ahead, G Live and Hogsback Brewery are committed to reenergising the partnership through investment in the bar area and provision of product training and team members.

## Pre Show Dining

The G Live team worked to remobilise the pre-show dining operation ahead of reopening and returned with restaurant service from September 2021. However, reduced customer desire to return; coupled with recruitment and

retention challenges within the kitchen brigade and wider hospitality team meant the trading period was subdued and pre-show dining accounted for just 10% of total retail income in the year.

Just over 2,800 attenders chose to dine with us (representing around 1.5% of the audience). Whilst feedback and SPH from these customers was positive the twin challenges of a skills shortage and reduced customer appetite were impactful.

As part of a wider strategic review of Pre Show Food & Beverage moving forward, Trafalgar Theatres is considering options for an improved and simplified operation and we expect to unveil plans in this regard across all venues during Q1 2023.



# 5. Food, Drink & Hospitality

## Events

G Live continues to retain its position as a prime event venue of choice for organisations and event organisers in Guildford and throughout the surrounding region. Through creative programming and careful relationship building G Live has developed a broad mix of self-produced, in-house ticketed events and an enviable list of high-profile, client relationships who utilise the venue and its capabilities.

The popular disco event Tropicana Nights was held quarterly, with each events selling to capacity with over 800 in attendance.

Other ticketed events included the popular monthly 'Pie, Mash and Quiz' and bi-monthly Dinner Dance formats – The Jersey Boys, Mamma Mia and others, each well attended at over 200 for a sit-down banqueting style food and drink offer.

In total , 76 in-house ticketed events were held at G Live in this contract year.

G Live's Event & Sales team have continued to foster key relationships and built a solid, returning business of event organisers and major companies.

Despite challenges in the conferencing and events market a range of corporate events took place

during the contract year including:

- **Surrey Property Awards** (450 banquet style).
- **Surrey Business Awards** – for the first time. (370 banquet style).
- **Genistar** bought their three-day conference to G Live with over 800 guests in attendance each day.
- An **Indian Dance Show** was staged with over 1000 guests attending.
- The **University of Surrey** maintained its use of the venue staging both its **Society Ball** and **Colours Ball** on consecutive days.
- Other notable public events in partnership with G Live included the **Guildford Record Fair**, **A Gin Affair** (720 in attendance) and (new for 2022) – a **Whiskey Fair**.

The ability to build and retain these key relationships, continually develop new partnerships and explore in-house ticketed events, ensures that the operation is agile and able to both respond to opportunities - but equally can also sustain its significant operation through self-produced dynamic event programming.



## 6. Operator Agreement & KPIs

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This table summarises G Live activity vs the indicative targets set in the Operator Agreement

YEAR	1	2	3	4	5	6	7	8	9	10	11	KPI	Variance
Live Shows	180	188	193	164	169	205	203	198	91	16	194	250	-56
Community Events	60	41	40	92	136	166	173	125	62	8	61	15	46
Non-performance events	48	47	47	63	51	49	47	67	19	7	6	0	6
Total Events	288	276	280	319	356	420	423	390	172	31	262	265	-3
Attendance	130,574	136,021	139,199	177,079	198,900	230,527	246,492	258,022	136,185	16,760	179,309	161,257	18,052
Hospitality (Studio)	50	35	30	27	40	49	25	29	19	3	41	125	-84
Hospitality (Other)	97	66	105	59	128	167	171	182	126	5	127	-	127
Education projects	218	85	215	193	230	212	275	263	142	0	125	100	25
Main Hall Dark Days	114	115	116	91	85	64	67	57	199	336	73	80	-7

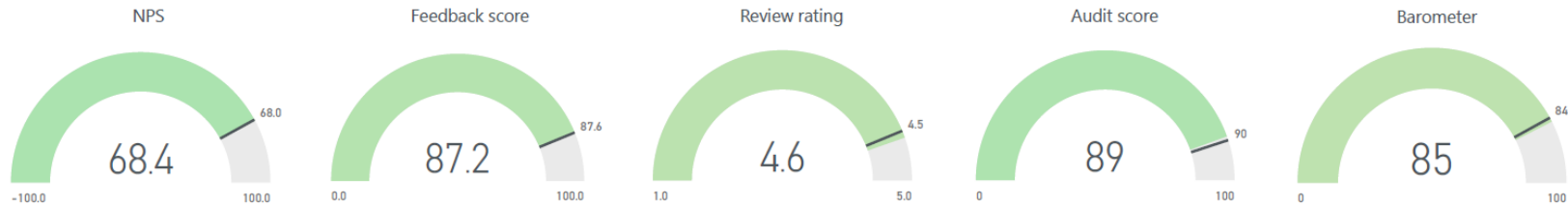
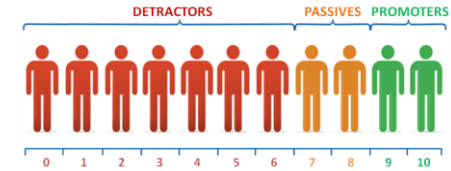
- Strong recovery through Contract Year 11 - though due to reporting period; **Y9, 10 and 11** can be considered ‘pandemic impacted’
- Attendances over past 12 months are 18k ahead of KPI target and recovery is continuing well into the autumn and winter period
- Return to more normal programming levels; some Omicron impact on programme though bolstered by rescheduled events
- Strong delivery of Creative Learning events; and Hospitality Studio and Hospitality (Other) which includes pre-show dining services

# 7. Customer Satisfaction



# 7. Customer Satisfaction

## Guest Experience Management (GEM)



- Guest Experience Management platform in use across the business
- Automated emails sent to customers post-visit with survey to be completed
- Aggregation of results split by venue to inform service standards and required enhancements and improvements
- G Live Net Promoter Score = **68.4**
- Average review rating = **4.6 out of 5**
- Detailed responses and feedback forms distributed electronically to venue team

# 7. Customer Satisfaction



**Richard J**  
Farnham, UK • 141 contributions



A great night out!

Feb 2022

My wife and I enjoyed a lovely evening at G Live, where we saw 'I'm Sorry I haven't a Clue' in the theatre. The event was made more special with the addition of a visit to the mezzanine restaurant where we had a delicious meal and were looked after superbly by the friendly and efficient staff. Thanks particular to Jenna who was very attentive and helpful. We look forward to the next time!



Written 3 February 2022

This review is the subjective opinion of a Tripadvisor member and not of Tripadvisor LLC. Tripadvisor performs checks on reviews.

**jackieblake101**  
2 contributions



**Excellent venue**

Jun 2022

I attended a convention at G-Live very recently. This is the second time I have been to this venue which is in a great location and has fantastic staff too.

Written 3 July 2022

This review is the subjective opinion of a Tripadvisor member and not of Tripadvisor LLC. Tripadvisor performs checks on reviews.

**Jenny**  
1 contribution



**Magic of Motown**

Jul 2022 • Friends

Event was great fun and loved everyone getting up and enjoying themselves!

Venue was well organised, seating with enough space and air conditioning was a great bonus.


Staff both friendly and very helpful. Thank you

Written 8 July 2022

This review is the subjective opinion of a Tripadvisor member and not of Tripadvisor LLC. Tripadvisor performs checks on reviews.


# 7. Customer Satisfaction




 **Ron Whitcher**  
Local Guide · 20 reviews · 8 photos

★★★★★ 7 months ago

What a great venue to live acts. We have just seen 10cc, and it was brilliant. There are no bad seats that we could see. We sat at the back of the circle and could see everything.



 1


 **Angela Rayson**  
Local Guide · 29 reviews · 166 photos

★★★★★ 4 months ago

Great venue - just around the corner from the Guildford Harbour Hotel, making an excellent combination for anyone not wanting to travel between hotel & performance venue. 🥰 The venue staff I spoke to were all very pleasant & helpful, the auditorium that I was in was just the right size - I think it holds just over 1,000 people, so it's not too vast. Bars & seating areas were all good, & the stage-lighting & acoustics were brilliant. I went there on Wednesday 15th June to see Adam Ant live on his Antics 2022 tour & he was outstanding, breathtaking, mesmerising & totally as wonderful as he has always been. ❤️ I had a great night. Thank you Adam & thank you G-Live! 🥰






 Reply  2

 **Scott Humphreys**  
Local Guide · 183 reviews · 11 photos

★★★★★ 3 weeks ago NEW

Excellent fairly personal venue, good sized seats, friendly staff, ample staff and fair priced bar. Totally recommended.



 Reply  Like

## 8. Facilities and Health & Safety

# 8. Facilities and Health & Safety

## Facilities

Following its support for the NHS through the height of the pandemic as a large-scale vaccination centre, G Live finally reopened for public shows and events in August 2021, once Covid related conditions enabled the return of live entertainment to the venue.

G Live reopened with all appropriate 'See It Safely' public measures and communication plans in place. Contact points were reduced through investment in cashless operations and digital ticket scanning technologies. Appropriate hygiene, distancing and other public reassurance measures were implemented.

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.

Significant investment in repairs, maintenance and general improvements continued through the 2021-22 contract year.

For example, the emergency lighting system has been renewed with a new inverter and battery system. In this contract year GBC also led the completion of major repairs to the venue's external cladding to address defects originating from the construction of the venue.

Additionally, all of the Mezzanine restaurant furniture has been renewed and the meeting rooms refurbished.

Despite post-pandemic staff turnover the G Live team have continued to work closely with Guildford Borough Council staff to monitor the building on a monthly basis.

G Live was recently nominated for, and won, the prestigious 'Best Entertainment Venue in Guildford' in the Best Bar None Awards.



# 8. Facilities and Health & Safety

## Health & Safety

Now under the umbrella of Trafalgar Entertainment, G Live has benefitted from renewed investment in best practice in the management of Health, Safety and Security.

The central Trafalgar group operations team now includes a new Group Health & Safety Manager whose role it is to support and guide the venue-based management teams.

Quarterly Health & Safety auditing continues through the independent sector safety experts, RB Health & safety Ltd, and all venue directors attend both group and local safety committee meetings.

A new inter-group H&S scorecard mechanism is also being introduced to further enable the sharing of best practice between venues.

Compliance with regulatory requirements continues to be ensured through the group safety portal with support and guidance from the group Facilities Manager.

Security also remains paramount through a specific Counter Terrorism risk assessment, targeted CT training and through the implementation of the group CT plan.



# 9. Financial Performance



# 9. Financial Performance

Contract Year 11	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>REVENUES</b>													
<b>SALES</b>													
Theatre Rentals	33	42	47	19	7	39	54	57	50	27	29	0	403
Ancillary Spaces	0	0	0	0	0	0	0	0	0	0	0	0	0
Ticket Sales	383	410	533	299	201	352	468	391	345	209	53	141	3,785
<b>TOTAL SALES</b>	<b>417</b>	<b>453</b>	<b>580</b>	<b>318</b>	<b>207</b>	<b>391</b>	<b>522</b>	<b>447</b>	<b>395</b>	<b>236</b>	<b>82</b>	<b>141</b>	<b>4,189</b>
<b>COSTS</b>													
Artists Fees	329	376	457	243	173	296	409	368	293	155	65	79	3,244
Royalties	0	3	11	15	0	2	1	0	10	2	2	0	47
PRS	4	2	-1	-1	3	3	4	3	4	3	-1	3	25
CCC	2	7	7	-1	1	4	7	2	1	2	1	1	35
<b>TOTAL COSTS</b>	<b>336</b>	<b>387</b>	<b>475</b>	<b>257</b>	<b>177</b>	<b>304</b>	<b>421</b>	<b>373</b>	<b>308</b>	<b>163</b>	<b>68</b>	<b>82</b>	<b>3,350</b>
<b>GROSS PROFIT</b>													
<b>GP %</b>	<b>19%</b>	<b>14%</b>	<b>18%</b>	<b>19%</b>	<b>15%</b>	<b>22%</b>	<b>19%</b>	<b>17%</b>	<b>22%</b>	<b>31%</b>	<b>17%</b>	<b>42%</b>	<b>20%</b>
Total Other Income	51	65	54	33	25	9	36	15	33	21	38	31	412
Total Supplier Relief	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Hospitality Contribution	74	77	123	45	55	66	75	86	66	64	5	52	787
<b>TOTAL REVENUES</b>	<b>206</b>	<b>207</b>	<b>283</b>	<b>140</b>	<b>110</b>	<b>162</b>	<b>212</b>	<b>176</b>	<b>185</b>	<b>158</b>	<b>57</b>	<b>142</b>	<b>2,038</b>
<b>OVERHEADS</b>													
Total Staffing Costs	115	112	164	99	105	117	105	121	105	102	85	93	1,321
Total Admin Costs	63	6	63	11	55	46	58	43	57	50	54	63	568
Total Capex	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Utilities	7	10	11	14	12	7	18	13	12	7	20	15	146
<b>TOTAL OVERHEADS</b>	<b>184</b>	<b>127</b>	<b>237</b>	<b>124</b>	<b>172</b>	<b>170</b>	<b>181</b>	<b>177</b>	<b>174</b>	<b>159</b>	<b>158</b>	<b>171</b>	<b>2,036</b>
Surplus/Deficit	21	80	45	16	-62	-8	30	-2	11	-1	-101	-29	2
Subsidy	23	23	23	23	23	23	23	23	23	23	23	23	275
<b>TOTAL SURPLUS / (DEFICIT)</b>	<b>44</b>	<b>103</b>	<b>68</b>	<b>39</b>	<b>-39</b>	<b>15</b>	<b>53</b>	<b>21</b>	<b>34</b>	<b>22</b>	<b>-78</b>	<b>-6</b>	<b>277</b>
GBC Share (20%)	9	21	14	8	-8	3	11	4	7	4	-16	-1	55
G Live Share (80%)	35	82	55	31	-31	12	43	17	27	18	-63	-5	222

A monthly breakdown of financial performance is provided here

It should be noted that Trafalgar Theatres statutory accounts are produced based on a financial period from Jan - Dec

The summary produced for this report is not audited and therefore subject to change

It is pleasing to see the venue returning to a level of profit generating activity following the Covid-19 closures.

The strength of the recovery is notable and – despite some disruption due to Omicron – activity at the venue (particularly commercial performances) has returned to a level of relative normality

Figures here reflect the reduced fixed-subsidy payment of £275,000 agreed as part of the contract extension

A surplus of £276,931 was generated in Contract Year 11. This will invoke the agreed profit-share arrangement and GBC will receive a rebate of **£55,386**

# 9. Financial Performance

The table below sets out the subsidy per attender and the subsidy per head of population (Guildford Borough) for each contract year.

## Subsidy Per Attendance

In Contract Year 11 the net council subsidy per attendance was **£1.22**. This result is the third-lowest result in the contract's history

## Subsidy Per Head of Population

In Contract Year 11 the net council subsidy per head of population was **£1.26**. This result is the lowest in the contract's history

	Attendance	Profit	Profit Share	Net subsidy	Per Attender	Per Population
Year 1	130,574	£0	£0	£328,595	£2.52	£2.22
Year 2	136,021	£34,235	£6,847	£321,748	£2.37	£2.18
Year 3	139,199	£138,906	£27,781	£300,815	£2.16	£2.03
Year 4	177,079	£173,021	£34,604	£293,992	£1.66	£1.99
Year 5	198,900	£177,121	£35,424	£293,172	£1.47	£1.98
Year 6	230,527	£228,999	£45,800	£282,796	£1.23	£1.91
Year 7	246,492	£315,440	£63,088	£265,508	£1.08	£1.80
Year 8	258,022	£350,092	£70,018	£258,577	£1.00	£1.75
Year 9	136,185	£298,432	£59,686	£268,909	£1.97	£1.82
Year 10	16,760	£0	£0	£328,595	£19.61	£2.22
Year 11	179,309	£276,931	£55,386	£219,614	£1.22	£1.26

Fixed GBC Subsidy = £275,000

Guildford Borough Population = 147,899 (ONS 2018)

# 10. Economic Impact

# 9. Economic Impact

G Live is a significant contributor to the local visitor economy through additional visitor spend, through expenditure on supplies and services (by the venue and by visiting companies) and through the provision of employment – with a proportion of wages spent locally.

## Economic Contribution Assessment

Additional Voluntary Spend	£1,840,892
Local Venue Expenditure	£352,827
Visiting Company Expenditure	£212,884
Staff Wages Spent Locally	£647,290
<b>TOTAL</b>	<b>£3,053,893</b>

In Contract Year 11 we estimate that activities at G Live contributed **more than £3m** into the local economy

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. In order for this figure to be credible we apply a series of adjustments and reductions in line with ACE recommendations.

This includes allowances within the totals to account for:

- **Displacement and Substitution** (money spent at G Live which will not be spent elsewhere locally)
- **Multiplier Effect** (money spent locally on supplies and services which is 'recycled' through the local economy)
- **Leakage and Deadweight** (expenditure connected to G Live which is spent outside the borough)

