

## **BARBICAN CENTRE BOARD**

**Wednesday, 8 October 2014**

Minutes of the meeting of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 8 October 2014 at 1.45 pm

### **Present**

#### **Members:**

Deputy John Tomlinson (Chairman)	Trevor Phillips (External Member)
Deputy Catherine McGuinness (Deputy Chairman)	Judith Pleasance
Lucy Frew	Keith Salway (External Member)
Tom Hoffman	Deputy Dr Giles Shilson
Jeremy Mayhew	Jeremy Simons
Brian McMaster (External Member)	Alderman David Graves (Ex-Officio Member)
Cllr Guy Nicholson (External Member)	Emma Kane (Ex-Officio Member)

### **In Attendance**

#### **Officers:**

Sir Nicholas Kenyon	Managing Director, Barbican Centre
Sandeep Dwesar	Chief Operating & Financial Officer, Barbican Centre
Michael Dick	Director of Operations & Buildings, Barbican Centre
Louise Jeffreys	Director of Arts, Barbican Centre
Leonora Thomson	Director of Audiences & Development, Barbican Centre
Sean Gregory	Director of Creative Learning, Barbican Centre
Lorna Gemmell	Head of Communications, Barbican Centre
Steve Eddy	Head of HR, Barbican Centre
Jo Daly	PA to the Managing Director, Barbican Centre
Niki Cornwell	Chamberlain's Department
Alexandra Bentley	City Surveyor's Department
Gregory Moore	Town Clerk's Department

### **1. APOLOGIES**

Apologies for absence were received from Roly Keating, Vivienne Littlechild, Wendy Mead and Deputy Richard Regan.

The Chairman apologised to Members for the change in time to the meeting and any confusion caused by this; all efforts would be made to avoid varying from the normal start time in future and to ensuring that sufficient notice was given.

The Chairman also took the opportunity to apologise for the two late non-public items which had been circulated concerning the service based review, advising

that due to the timing of the receipt of the final report, it had not been possible to circulate the items with the rest of the papers. Given this, he had asked that the draft minutes of the Finance Committee of the Barbican Centre Board, at items 3a and 8a on the agenda, not be tabled as a result, so as to avoid Members having to consider additional late items.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were none.

3a. **MINUTES**

The public minutes and summary of the meeting held on 23 July 2014 were approved.

3b. **MINUTES OF THE FINANCE COMMITTEE**

This item was deferred.

4. **MANAGEMENT REPORT BY THE CENTRE'S DIRECTORS**

Members received a report of the Managing Director providing updates from the six Barbican Directors on their respective areas. The Directors spoke to each update with a number of questions asked by the Board:

- **Website:** Assurance was provided that the correct gateway procedures would be followed for the project
- **Cinema bookings:** A Member noted that it had previously been possible to buy e-tickets for the cinema; however, this had recently been stopped. It was confirmed that this had been a temporary change during the Hamlet sales given pressures on the servers, but should be restored imminently.
- **Creative Learning:** The Deputy Chairman was pleased to note the progress with Creative Learning and particularly the East London and City Culture Partnership, with the ideas of young people being listened to more in the future. She added that she hoped further updates on their ideas being taken on board and implemented would be provided in future.
- **Hamlet and Secondary Sales:** The Director of Audiences & Development outlined the arrangements in place around the sale of Hamlet tickets. It was confirmed that the website stated that attendees would be required to bring photographic ID bearing the name of the primary booker; Members cautioned that this could lead to difficulties which might lead to reputational risks, for instance, where tickets had been purchased as presents for others, or where regular visitors were unaware of the requirement and were turned away for forgetting ID. Officers assured Members that clear advance notice would be given to all attendees and that practical arrangements would be put in place on the day to manage genuine mistakes sensibly and reasonably, and indeed to give a good customer experience overall. The Director noted that this was an increasingly common practice within the sector for popular events, citing the recent Kate Bush concerts as an example, and noted that the intent was as a deterrent to prevent forgeries and ticket touting.

- **Ticket touting:** Members subsequently discussed the issue of ticket touting more generally, considering the wider implications and appropriateness of adopting stringent measures to try and prevent this. During debate, a range of views were expressed as to the desirability of trying to prevent ticket touting:
  - Some Members observed that secondary sales provided an opportunity for those who were particularly keen to see a show, but had been unsuccessful in the initial round of sales, to purchase a ticket at a higher price, thereby filling a useful role in the market.
  - It was also noted that on many occasions an individual might no longer be able to attend a show, perhaps due to illness or another commitment, and that they might wish to sell the tickets on to friends or acquaintances at face value to avoid personal financial loss.
  - The wider issue around the appropriateness of the Barbican interfering in the free market was debated at length, with a divergence of views as to whether it was the Centre's place to take a stance on this issue.
  - The fact that tickets were being sold on at highly inflated prices suggested that in some instances tickets could be being under-priced, or that there should perhaps be a super-premium ticket offered with VIP add-ons which could replicate the benefit of secondary ticket sales, while also benefitting the Centre more directly.
  - The point was made that touting could potentially prevent members and regular attendees having access to higher-profile shows, raising the issue of reputational risk around the treatment of Barbican members. A Member commented that it could be considered a question of fairness, and the Barbican's status as a publicly funded organisation should be considered alongside these deliberations.
  - Legally, it was confirmed it was possible to restrict the ability to pass on tickets through terms and conditions entered in to at the point of purchase. Members were asked to note that in the case of Hamlet box office income did not come to the Barbican as it was a commercial rental.
  - Members agreed that there was a need for clarity regarding the objectives of the use of ID and the intent to limit secondary sales or forgeries. It was asked that a report come to the next meeting clarifying the legitimate objectives around sales and the appropriate means to achieve these ends, with a view to proportionality.

RESOLVED: That an update on secondary ticket sales be prepared for the December meeting.

- **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**  
There were none.

- **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
There were no urgent items.

7. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.  
8-18

Paragraph No.  
3

8a. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 23 July 2014 were approved subject to two amendments.

8b. **NON PUBLIC MINUTES OF THE FINANCE COMMITTEE**

This item was deferred.

9. **OUTSTANDING ACTIONS OF THE BOARD**

The Board noted the outstanding actions list.

10. **PERFORMANCE REVIEW**

The Board received a report of the Managing Director setting out the performance review for 2013/14 and outlining future prospects.

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*RESOLVED: With two hours having elapsed since the start of the meeting, in accordance with Standing Order No. 40 the Committee agreed at this point to extend the meeting by up to thirty minutes.*

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11. **BUSINESS REVIEW**

The Board received a report of the Committee received a report of the Chief Operating & Financial Officer presenting the Business Review for the Period 5 Accounts 2014/15.

12. **UPDATE ON CAPITAL WORKS**

The Board received a report of the Director of Operations & Buildings providing an update on the Barbican Centre's Capital Cap programme and a number of non-Capital Cap projects.

13. **ART GALLERY ROOF**

The Board received a report of the Director of Operations & Buildings concerning remedial works to the Barbican Art Gallery roof.

14. **CATERING CONTRACT VARIATION**

The Board received a report of the Chief Operating & Financial Officer concerning a variation to the Centre's catering contract.

15. **DEVELOPMENT UPDATE**

The Board received a report of the Head of Development which set out the 2014/15 fundraising results, to date, against budget.

16. **RISK UPDATE**

The Board received a verbal update of the Director of Operations & Buildings.

17. **QUESTIONS RELATING TO THE WORK OF THE BOARD**

There were none.

18. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

There were two urgent items concerning the Barbican Centre's service based review proposals.

**The meeting ended at 15.50**

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Chairman

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