



TICKETS WITH CONFIDENCE

Annual Report and Financial Statements 2008 - 09

STAR MEMBERS

FULL MEMBERS

Abbey Box Office Ltd

Albemarle of London Ltd

Ambassador Tickets

eLondonTickets Ltd

Encore Tickets Ltd / www.discounttheatre.com

Eventim UK Ltd

Group Line / lovetheatre.com / Lashmars

Keith Prowse Ticketing / Applause

lastminute.com Network Ltd

Leicester Square Box Office

London Theatre Bookings / Rakes Theatre Ticket Agency Ltd

London Theatre Direct

Piccadilly Box Office (London)

Theatre Tickets Direct Ltd

The Ticket Factory

Ticketmaster UK Ltd

TicketSOUP.com

TicketWeb (UK) Ltd

West End Theatre Bookings Ltd / uktickets.co.uk

ASSOCIATE MEMBERS – VENUES

ACC Liverpool

Alexandra Theatre, Birmingham

Ambassadors Theatre, London

Apollo Manchester, Manchester

Apollo Theatre, London

Apollo Victoria, London

Brighton Centre, Brighton

Bristol Hippodrome, Bristol

Cardiff International Arena, Cardiff

Churchill Theatre, Bromley

Comedy Theatre, London

Dominion Theatre, London

Donmar Warehouse Theatre, London

Duchess Theatre, London

Duke of York's Theatre, London

Edinburgh Playhouse, Edinburgh

Empire Theatre, Liverpool

Floral Hall Complex, Southport

Fortune Theatre, London

Garrick Theatre, London

Gielgud Theatre, London

Grand Opera House, York

Grimsby Auditorium, Grimsby

King's Theatre, Glasgow

Leas Cliff Hall, Folkestone

Lyceum Theatre, London

Lyric Theatre, London

Milton Keynes National Bowl, Milton Keynes

Milton Keynes Theatre, Milton Keynes

New Theatre, Oxford

New Victoria Theatre, Woking

New Wimbledon Theatre and Studio, London

Noel Coward Theatre, London

Novello Theatre, London

OFS Studio Theatre, Oxford

The Old Vic, London

Opera House, Manchester

Palace Theatre, Manchester

Phoenix Theatre, London

Piccadilly Theatre, London

Playhouse Theatre, London Prince Edward Theatre, London

Prince of Wales Theatre, London

Princess Theatre, Torquay

Queen's Theatre, London

Regent Theatre, Stoke on Trent

Richmond Theatre, Richmond, Surrey

Royal Shakespeare Company, Stratford upon Avon

Savoy Theatre, London

Shaftesbury Theatre, London

Sheffield Arena, Sheffield

Southampton Guildhall, Southampton

St Martin's Theatre, London

Sunderland Empire, Sunderland

Theatre Royal, Brighton

Theatre Royal, Glasgow

Trafalgar Studios, London

Vaudeville Theatre, London

Victoria Hall, Stoke on Trent

Victoria Palace, London

Wyndhams Theatre, London

ASSOCIATE MEMBERS – PRODUCERS

Cameron Mackintosh Limited, London Really Useful Theatre Company, London Walt Disney Theatrical (UK) Ltd, London

ASSOCIATE MEMBERS – ORGANISATIONS

National Arenas Association SOLT tkts Ticket Booth, London

ASSOCIATE MEMBERS – AFFILIATES

Dewynters Ltd, London

AKA, London

theatremonkey.com, London

TicketPlan Limited, Essex

TRAVEL AFFILIATE MEMBERS

Freespirit Events Limited, Hemel Hempstead

Scancoming Limited, London

Superbreak, York

Tickettree.com, Hull

May 2010

PERIOD OF THIS REPORT

This report covers the period from November 2008 to October 2009 in line with the Society's accounting reference date. In the interests of keeping the information enclosed as current as possible, information about the period from November 2009 to May 2010 is also included where relevant.

THE PURPOSE OF STAR

The Society of Ticket Agents and Retailers, or STAR, was formed in November 1997 by a number of companies and organisations within the ticketing industry to promote high standards of service to consumers and to enhance and promote the public perception of the ticket agents' industry.

The membership of STAR is drawn from the ticketing industry. The administrative functions are carried out by the Council which, together with the Chairman of the Council, is elected annually by the membership of STAR. Day-to-day functions are carried out by the Secretariat providing information and advice in relation to STAR and the operation of the Code. A Sub-Committee examines all breaches of the Code reported to it and disciplines Members where it considers such action necessary, potentially including expulsion from STAR in the most serious cases. Appeals in relation to the Sub-Committee's decisions are heard by the Council. The membership of this sub-committee is drawn from members of the Council and independent persons, the latter always being in the majority and providing the Chair. Any Council member with a business interest in a case being considered by the Sub-Committee is not eligible to vote on any matter concerning such a case at a meeting at which it is considered.

STAR is funded by annual contributions from its membership.

Membership of STAR can be recognised by the use of the organisation's logo, found on the cover to this report.





THE CHAIRMAN'S STATEMENT

2008 - 09 was a year of significant consolidation in STAR's position as the leading voice of the ticketing industry.

The model Terms and Conditions were launched in the summer of 2009, achieving very substantial press coverage, both in the trade press and – perhaps more importantly – in consumer-focused publications and news programmes. This reflected the work of Cat Washbrook, STAR's public relations consultant, who has established a strong awareness of the Society and its work among consumer, financial and tourism journalists, as well as within the arts and entertainment industries. Simultaneously, STAR launched its new website, designed by the web team from the NEC. The site now gives much more comprehensive help for ticket-buyers than before, plus details of all STAR members and appropriate links, with a news section to flag up current concerns and new developments; it is already proving a popular online resource.

The final pieces of the jigsaw were added at the EGM held this April. Alongside the extension of voting rights to all members (not just full members), updates were agreed to the STAR Code of Practice, reflecting both developments in online booking and also the importance of transparency and accountability in all ticketing transactions. Members gave unanimous support to the changes, which make the code a clear and practical reference document for anyone selling event tickets directly or indirectly.

STAR's increased profile was complemented by strong endorsement from the Department for Culture, Media and Sport (DCMS), which supported the combination of the STAR code and the model terms as its umbrella "code of principles" for ticket-selling. It's too early, of course, to know how Jeremy Hunt, the new Secretary of State, and his team at DCMS will approach the ticket touting problem. But, with the Office of Fair Trading (OFT) also maintaining its "Just Tick It" initiative (launched last autumn to raise consumers' awareness of the dangers of fake websites and online ticketing scams), there is now real momentum in the campaign to help ticket-buyers avoid the worst pitfalls they may meet.

The launch of the model terms and conditions is the culmination of an extended process, involving a great deal of work by STAR's Council, member organisations and their specialist advisers, co-ordinated by Jonathan Brown, and also extensive liaison with other industry bodies, the DCMS and the OFT. It is a real achievement to have completed a major piece of work that will support consumers in an area so vulnerable to deceitfulness and to harness industry and government support for STAR's purpose. It demonstrates the viability of self-regulation and the importance of the ticketing industry working together for the benefit of customers without the need for imposition of legislative controls.

While this represents progress, we have yet to fully inform or engage the public in how to buy tickets with confidence. To this end we believe the best way forward is a strategic alliance between STAR and other industry bodies to collectively bring the ticketing of live entertainment under one 'kite mark'. We are in discussion to sign a mandate for STAR to push wider recruitment and adoption of the terms and conditions and to better promote STAR. It would also ensure our house is in order for London 2012, given we do not have the legal protection in place for all other events and entertainment to match the ticketing of the Olympic Games. To this end, STAR members need to continue to be fastidious in following the good practice required by our code and model terms and conditions.

I'd like to thank the STAR Council members for their time and commitment during the year, along with Jonathan Brown for his continuing management and ambassadorial roles on the Society's behalf. As this Report goes to print, the media are carrying the familiar stories about fake websites, ticket scams and rip-offs that surface every year, particularly once the festival season gets underway. With figures from SOLT showing record West End theatre attendances in 2009 and the recession seeming to have done little to dampen enthusiasm for live arts and entertainment, it's increasingly important that STAR is recognised as setting and maintaining the gold standard for ticketing across the UK.

Jan Wigner

Tom Wright CBE Chairman May 2010

THE STAR COUNCIL

The STAR Council comprises the elected directors of the organisation. Elections take place each year at the Annual General Meeting. All members of the Council retire at each AGM but may stand for re-election if they so choose. New nominations to the Council are solicited from the membership. The present Council comprises:

Tom Wright CBE (Chair)

Chief Executive of Age UK; formerly Chief Executive of Visit Britain

Helen Brownlee

Head of Sales, Ambassador Theatre Group

John Gibson

Director, Theatre and Arts, Ticketmaster UK

Linda Solicari

Director, Abbey Box Office

David Thomas

Brand Development Manager, Superbreak

Simon Warwick (Fisher)

Managing Director and co-owner of The Ticket Machine Limited, trading as Group Line, LOVEtheatre, Show Pairs and Lashmars

Lisa Popham/Hayley Chester (ex officio)

Marketing Director, Dewynters plc

Will Quekett (ex officio)

General Manager, The Ticket Factory

Doug Smith (ex officio)

Ticketing Director, Live Nation UK

Sue Uings (ex officio)

Ticketing and Sales Consultant, Cameron Mackintosh Limited, and director of Freespirit Events

All members of the STAR Council retire at the AGM on 8 July 2010 and all are standing for re-election.

The day to day administration of STAR is dealt with by the Secretary, **Jonathan Brown. Cat Washbrook** was appointed as PR consultant by the Council in March 2009.

This Annual Report has been compiled and edited by **Don Keller**, who also provides periodic marketing and organisational consultancy to STAR.





THE STAR WEBSITE

The STAR Website (www.star.org.uk) receives around 100 visitors a day. The website offers visitors comprehensive advice on ticket buying, news updates, contact details for members, the Code of Practice and information on making a complaint.

STAR Members are asked to provide a link from their own websites to STAR and links can also be found from other resources such as the Visit Britain website.

THE STAR HELPLINE

The STAR Helpline (0844 879 4272) receives a broad range of enquiries which, along with enquiries submitted by post and e-mail (info@star.org.uk) include:

- complaints (against members and non-members)
- requests for advice as to how and where to buy tickets
- press and media enquiries
- enquiries from new businesses in the industry
- enquiries from trading standards bodies
- membership enquiries

COMPLAINTS

STAR requires that members deal with complaints within five working days. On occasion new or unresolved complaints are referred to STAR, either by the member or the customer involved. Conciliation then takes place through the STAR Secretariat in an effort to reach a satisfactory resolution. In the event of a dispute not being resolved through this process, complaints may be referred to an independent Disciplinary Sub-Committee to resolve the issue and, if necessary, to issue penalties if a member is found to have breached the Code of Practice. These penalties include fines, suspension of membership and, ultimately, expulsion from STAR.

In the year ended 31 October 2009 STAR received 86 complaints, the majority of which were resolved immediately by the member concerned. Most of these complaints related to difficulties over service, making bookings, use of website booking facilities, etc.

It was not necessary for any complaints to be referred to the Disciplinary Sub-Committee during the year.

The number of complaints referred to STAR will often depend on how individual member companies use STAR in their dispute resolution procedure. The majority of members resolve disputes directly with customers before they ever need to be referred to STAR.

Examples of Complaints

Non-arrival of tickets

A customer reported that tickets had not arrived on the Saturday before a performance and was told that they would be despatched in the next few days. When they didn't arrive, she contacted the ticket agent again and was told that they had been delivered. There was no signature for delivery so a full refund was given to the customer.

Change of cast

A customer complained that it had not been made clear to her at the time she booked that the winner of a TV casting show would not be appearing at a performance, as he was to be on holiday, although this information was given on the ticket agent's website and the customer had booked online. Realising the problem, the customer had gone on to rebook the tickets but through a different agent. As a gesture of goodwill, the original seller agreed to a full refund as there was some time before the performance was due to take place.

Cancellation

The enormous number of tickets sold for Michael Jackson's planned concerts at the O2 Arena and the subsequent cancellation of all those tickets after his death brought relatively few complaints to STAR. When the tickets went on sale there were a number of complaints about the limits placed to try and sell tickets in an equable and fair way, with customers looking for ways to get around the limits. There is no doubt that this massive sale and cancellation of tickets was a very testing and difficult time for the agents involved.

Jonathan Brown **Secretary**May 2010



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STAR in 2008 - 09

PUBLIC RELATIONS CAMPAIGN

In March 2009, STAR appointed Cat Washbrook as our PR Consultant. Cat has been representing major consumer and corporate brands for many years and has been delivering an active media relations campaign for STAR since her appointment.

Media relations involves working with the national and trade press to inform the public about STAR and the benefits of buying from a STAR member, maximising positive coverage without paying for it directly through advertising. The communications objectives of the campaign are threefold:

- To increase awareness amongst the ticket-buying public of STAR as the mark of best practice and protector of consumer rights
- To educate consumers on the risks and rewards of the primary and secondary markets, so they can buy tickets with confidence
- To emphasise the benefits of STAR membership to the entertainment ticket industry so as to expand the membership base

The primary targets for the STAR campaign are the consumer affairs and personal finance press, which includes the 'Money' sections of the national press, consumer advice magazines and personal finance websites. These media provide a channel to the ticket-buying public to build consumer understanding of the options available to them when purchasing tickets.

In addition to increasing consumer awareness of the organisation, STAR also needs to talk to the industry directly. Against the backdrop of the latest DCMS consultation on ticket touting, STAR has needed to reaffirm its position as the leading membership organisation for the entertainment ticket industry. We have been communicating STAR's remit, priorities and ambitions to the industry through the ticketing, music and theatre trade press, while an active consumer campaign has also offered the opportunity to persuade members, current and future, of the benefits of involvement and association with STAR. By targeting both consumers and the industry, we can produce a virtuous circle whereby increased consumer awareness persuades more companies to sign up to STAR, which in turn raises the prominence and reach of the Society amongst consumers.

The campaign has employed a range of media relations tactics to gain press coverage. A key focus has been on introducing Jonathan Brown, Secretary of STAR, to influential journalists, with the aim of raising awareness of STAR's consumer protection role and building solid relationships with people writing regularly on ticketing issues. A series of briefings has resulted in Jonathan being firmly in the contact books of several national and trade journalists. Having built a reputation as a trusted and reliable source of commentary on major ticketing issues, he is often approached for interviews about ticketing stories on the media's agenda. These have included cancellations of major concerts, the DCMS consultation on ticket touting and the Government's response to it, and the Office of Fair Trading's 'Just Tick It' campaign. STAR's relationships with key journalists have so far resulted in regular coverage in the *Guardian*, *Times*, *Independent* and *Daily Mirror*, in addition to many BBC radio and TV interviews.

As well as piggybacking on news stories generated by other organisations, the media relations campaign has focused on creating and promoting STAR's own news. The announcement of STAR members signing up to the Model Terms and Conditions and the launch of the new website was well received by the press. Jonathan gave several radio and television interviews across the BBC network on the day of the announcement, including appearances on *BBC Breakfast* on BBC1 and *Working Lunch* on BBC2. The news was also picked up by the print and online media, including pieces in the *Stage* and the *Guardian*, *This Is Money*, *Audience*, *Live UK* and *Music Week*. The launch of the Terms and Conditions also offered an opportunity to extend STAR's network of journalist relationships: on the day of the launch, STAR Council members hosted an evening at the theatre for consumer

affairs journalists from the national press and personal finance magazines.

It has been a busy eighteen months since the STAR media relations campaign launched, and the profile of the organisation has been significantly raised. There is plenty more work to be done, however. Priorities for the year ahead include fully engaging consumers in how to buy tickets with confidence and communicating the updated Code of Practice to the industry to encourage more organisations to sign up to it.

The success of the campaign rests on having interesting and relevant opinions and news for STAR's target media. Therefore, members are encouraged to get in touch with Cat with news, case studies of consumers who have been ripped off and examples of excellent consumer protection initiatives.

STAR members can contact Cat Washbrook by e-mailing her on cjwashbrook@googlemail.com

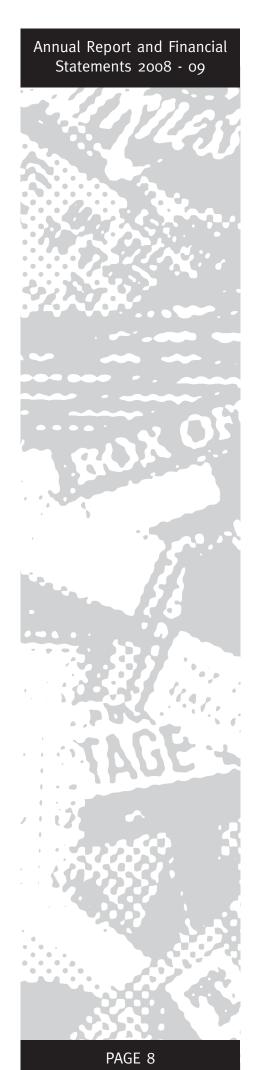
REDESIGN OF THE STAR WEBSITE

In parallel with the launch of the media campaign, STAR's website was given a complete redesign in 2009.

The aim was to significantly enhance the site by giving straightforward, comprehensive consumer advice on ticket-buying alongside the existing details of members, as well as making it easier for visitors to get in touch with STAR either for general enquiries or to make a complaint. With design input from the web team at the NEC, the site was given a new visual identity, including a clearer layout and navigation, as well as space for news or topical updates on problems such as festival ticket scams. Three comprehensive buying guides now give consumers the key points to watch for when buying tickets online, in person or by phone, and an FAQ section explains terms such as "face value" or "booking fees" which sometimes confuse ticket-buyers. This was also the opportunity to simplify the STAR website address to www.star.org.uk, a domain that wasn't available when the original site was created.

Both research and many of the complaints received by STAR show that potential ticket-buyers are often particularly misled or cheated by convincing but fraudulent ticketing websites. Providing clear and unbiased advice is therefore a key way in which STAR can improve consumer confidence and emphasise the Society's role in supporting safe ticket purchase. Statistics for the period since the new website went live show a consistent hit rate of around 100 visitors a day, with the consumer advice pages always among the most popular, and an average of over 80% new visitors to the site each month. An experimental keyword advertising campaign is being monitored at present, to help inform decisions about further website refinements as well as ways of attracting more visitors and further raising consumer awareness of the benefits of buying from STAR members.





Registered No. 3453544

THE SOCIETY OF TICKET AGENTS AND RETAILERS (A company limited by guarantee)

UNAUDITED DIRECTORS' REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 OCTOBER 2009

COMPANY INFORMATION

Directors T Wright

S Afzal (resigned 26 November 2009)

J Gibson D Thomas L Solicari S Fisher P Evans H Brownlee

Secretary J Brown

Company number 3453544

Registered office Regina House

124 Finchley Road

London NW3 5JS

Trading address PO Box 43

London WC2H 7LD

Accountants Nyman Libson Paul

Chartered Accountants

Regina House 124 Finchley Road

London NW3 5JS

DIRECTORS' REPORT FOR THE YEAR ENDED 31 OCTOBER 2009

The directors present their report and the financial statements for the year ended 31 October 2009.

Principal activities

The principal activity of the company is to operate an organisation which is representative of all those involved in the sale or resale of tickets within the entertainment industry and which enhances and promotes the public perception of this industry and promotes good practice and high standards of service to the general public.

Directors

The directors who served during the year were:

T Wright

S Afzal (resigned 26 November 2009)

J Gibson

D Thomas

L Solicari

S Fisher

P Evans H Brownlee

Directors' responsibilities

The directors are responsible for preparing the directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the board and signed on its behalf.

T Wright **Director**25 March 2010





ACCOUNTANTS' REPORT TO THE BOARD OF DIRECTORS ON THE UNAUDITED FINANCIAL STATEMENTS OF THE SOCIETY OF TICKET AGENTS AND RETAILERS

In accordance with our engagement letter of 20 April 2006, and in order to assist you to fulfil your duties under the Companies Act 2006, we have compiled the financial statements of the company which comprise the profit and loss account, the balance sheet and the related notes from the accounting records and information and explanations you have given to us.

This report is made to the company's Board of Directors, as a body, in accordance with the terms of our engagement. Our work has been undertaken so that we might compile the financial statements that we have been engaged to compile, report to the company's Board of Directors that we have done so, and state those matters that we have agreed to state to them in this report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's Board of Directors, as a body, for our work or for this report.

We have carried out this engagement in accordance with technical guidance issued by the Institute of Chartered Accountants in England and Wales and have complied with the ethical guidance laid down by the Institute relating to members undertaking the compilation of financial statements.

You have acknowledged on the balance sheet as at 31 October 2009 your duty to ensure that the company has kept adequate accounting records and to prepare financial statements that give a true and fair view under the Companies Act 2006. You consider that the company is exempt from the statutory requirement for an audit for the year.

We have not been instructed to carry out an audit of the financial statements. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the financial statements.

Nyman Libson Paul Chartered Accountants

25 March 2010

PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 OCTOBER 2009

Annual Report and Financial Statements 2008 - 09

	Notes		2009 £		2008 £
TURNOVER	1		46,228		46,118
Administrative expenses			(52,708)		(36,777)
OPERATING (LOSS)/PROFIT	2		(6,480)		9,341
Interest receivable	3		124		729
(LOSS)/PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION			(6,356)		10,070
Tax on loss/(profit) on ordinary activities	4		1,308		(2,073)
(LOSS)/PROFIT FOR THE FINANCIAL YEAR	7		(5,048)		7,997
BALANCE SHEET AS AT 31 OCTOBER 2009					
		2009 £	£	2008 £	£
CURRENT ASSETS		Ľ	L	L	L
Debtors	5	3,543		5,381	
Cash at bank		28,327		30,700	
		31,870		36,081	
CREDITORS: amounts falling due within one year	6	(6,110)		(5,273)	

The directors consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the company to obtain an audit for the year in question in accordance with section 476 of the Act. The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at 31 October 2009 and of its loss for the year then ended in accordance with the requirements of sections 394 and 395 of the Act and which otherwise comply with the requirements of the Companies Act 2006 relating to the financial statements so far as applicable to the company.

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The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 25 March 2010.

T Wright J Gibson

Director

Director

NET CURRENT ASSETS

CAPITAL AND RESERVESProfit and loss account

TOTAL ASSETS LESS CURRENT LIABILITIES

The notes on page 12 form part of these financial statements.

25,760

25,760

25,760

25,760

30,808

30,808

30,808

30,808

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 OCTOBER 2009

1 ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

1.2 Turnover

Turnover represents subscriptions and levies receivable from members.

2. OPERATING (LOSS)/PROFIT

During the year, no director received any emoluments (2008 - £NIL).

3. INTEREST RECEIVABLE

	Other interest receivable	2009 £ 124	2008 £ 729
4.	TAXATION	2009	2008
	UK corporation tax (credit)/charge on (loss)/profit for the year	f (1,308)	£ 2,073
5	DEBTORS	2009 £	2008 £
	Trade debtors Other debtors Tax recoverable	945 1,290 1,308	3,780 1,601
		3,543	5,381
6.	CREDITORS: Amounts falling due within one year	2009 £	2008 £
	Trade creditors Corporation tax payable Other creditors	3,510 - 2,600	600 2,073 2,600
		6,110	5,273
7.	RESERVES		Profit and loss account £
	At 1 November 2008 Loss for the year		30,808 (5,048)

8. CONTROL

At 31 October 2009

There is no overall controlling party of the company, and it does not have a share capital being limited by guarantee. In the event of the company being wound up, the maximum amount which each member is liable to contribute is £10. At 31 October 2009 there were 19 full members (2008: 19).

25,760

9. RELATED PARTY TRANSACTIONS

Turnover includes £31,675 (2008: £32,010) in respect of fees receivable from the company's full members. At the balance sheet date members owed £945 (2008: £3,780) to the company.



$\underline{T_{ICKETS}\,W_{ITH}\,C_{ONFIDENCE}}$

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