

ANNUAL REPORT & FINANCIAL STATEMENTS

2019



SECURE
TICKETS *from*
AUTHORISED
RETAILERS™

STAR MEMBERS

MARCH 2019

FULL MEMBERS

Albemarle of London
Alt Tickets
ATG Tickets
AXS
Coras
Covent Garden Box Office
DICE FM
Edinburgh Festival Fringe Society
Encore Tickets
Equine Bookings
Eventim UK
Family Tickets
Festicket
Flame Concepts
fromtheboxoffice.com
Gigantic Tickets
Groupon UK
Kidadl
KX Tickets
Leicester Square Box Office
London Theatre Bookings
London Theatre Direct
Motorsport Live
Music+Sport
Quaytickets
Ringside World
See Tickets
South West Ticketing Solutions
Theatre Tickets Direct
Ticket Arena
The Ticket Factory
The Ticket Machine Group
TicketCo UK
Ticketline
Ticketmaster UK
Ticket Quarter
TicketSource
Tickets Scotland
Ticketek
Ticket Text
TicketWeb (UK)
TicketZone
TKTS
TodayTix
Twickets
TYG Ltd
WeGotTickets
WhatsOnStage

PROVISIONAL MEMBERS

Arctix

ASSOCIATE MEMBERS VENUES

ACC, Liverpool
Adelphi Theatre
Aldwych Theatre
Almeida Theatre
Ambassadors Theatre
Apollo Theatre
Apollo Victoria
Arts Club Liverpool
Aylesbury Waterside Theatre

Beck Theatre
Bridge Theatre, London
Brighton Centre
Bristol Hippodrome
Bristol Old Vic
Cambridge Theatre
Chichester Festival Theatre
Churchill Theatre
City Varieties Music Hall, Leeds
Cliffs Pavilion, Southend-on-Sea
Crewe Lyceum
Criterion Theatre
Delfont Mackintosh Theatres
Duchess Theatre
Duke of York's Theatre
Edinburgh Playhouse
Empire Theatre, Liverpool
England Netball
The FA
Fairfield Halls
FlyDSA Arena, Sheffield
Fortune Theatre
G-Live, Guildford
Garrick Theatre
Gielgud Theatre
Gillian Lynne Theatre
Grand Opera House, York
Harold Pinter Theatre
Her Majesty's Theatre
HQ Theatres
Hyde Park Picture House, Leeds
JHI Marketing
King's Theatre, Glasgow
The Landmark, Ilfracombe
Leas Cliff Hall, Folkestone
Leeds Grand Theatre
London Coliseum
London Palladium
The Lowry, Salford
LW Theatres
Lyceum Theatre
Lyric Theatre
Lyric Theatre, Hammersmith
M&S Bank Arena, Liverpool
Manchester Opera House
Manchester Palace Theatre
Milton Keynes Theatre
Minerva Theatre, Chichester
Motorpoint Arena, Cardiff
Motorpoint Arena, Nottingham
National Theatre
Nederlander Dominion Theatre
New Alexandra Theatre, Birmingham
New Theatre, Oxford
New Theatre Royal, Lincoln
New Victoria Theatre, Woking
New Wimbledon Theatre & Studio
Newcastle Theatre Royal
Nimax Theatres
Noel Coward Theatre
Novello Theatre
Nuffield Theatre, Southampton
O2 Academy, Birmingham

O2 Academy, Bournemouth
O2 Academy, Bristol
O2 Academy, Brixton
O2 Academy, Glasgow
O2 Academy, Islington
O2 Academy, Leeds
O2 Academy, Leicester
O2 Academy, Liverpool
O2 Academy, Newcastle
O2 Academy, Oxford
O2 Academy, Sheffield
O2 Apollo, Manchester
O2 Forum, Kentish Town
O2 Guildhall Southampton
O2 Institute, Birmingham
O2 Ritz, Manchester
O2 Shepherds Bush Empire
The Old Vic Theatre
Opera North
Orchard Theatre, Dartford
The Other Palace
Oxford Playhouse
Palace Theatre
Palace Theatre, Westcliff
Phoenix Theatre
Piccadilly Theatre
Playhouse Theatre
Prince Edward Theatre
Prince of Wales Theatre
Princess Theatre, Torquay
Queens Theatre
Queens Theatre, Barnstaple
Really Useful Theatres Group
Regent Theatre, Stoke-on-Trent
Resorts World Arena, Birmingham
Richmond Theatre
The Royal Edinburgh Military Tattoo
Royal Opera House
Royal Shakespeare Company
The Rugby Football Union
Sadler's Wells Theatre
St Martin's Theatre
Santa Pod Raceway
Savoy Theatre
Scarborough Spa
SEC & The SSE Hydro, Glasgow
Selladoor Venues
Shaftesbury Theatre
Sheffield City Hall
The SSE Arena, Wembley
Stephen Joseph Theatre, Scarborough
Sunderland Empire
Theatre Royal Brighton
Theatre Royal Drury Lane
Theatre Royal Glasgow
Troubadour Wembley Park Theatre
Twickenham Stadium
Utilita Arena Birmingham
Vaudeville Theatre
Victoria Hall, Stoke-on-Trent
Victoria Palace
Watford Colosseum

Watford Palace Theatre
Wembley Stadium
Whitby Pavilion
White Rock Theatre, Hastings
Wycombe Swan
Wyndhams Theatre
Wyvern Theatre and Arts Centre, Swindon
York Theatre Royal

PRODUCERS/ PROMOTERS

Cameron Mackintosh
Disney Theatrical Productions
DHP Family
Fane Productions
Kilimanjaro Live
Live Nation
SJM Concerts

ORGANISATIONS

National Arenas Association
Society of London Theatre
UK Theatre

AFFILIATES

Abbey Box Office
AKA
Audience View
Best of Theatre
Booking Protect
Dewynters
Front Gate Tickets
JM Marketing
Line Up
Onside Law
PatronBase
Red 61
Seat Geek
SeatPlan
SecuTix
Spektrix
Squire Patton Boggs
Tessitura Network
Theatreland
theatremonkey.com
Ticketing Business Forum
Ticketing Professionals Conference
TicketPlan
TickX
TixTrack (Europe)
Tungate Group
Universe
Vivaticket

TRAVEL AFFILIATE MEMBERS

Big Green Coach/Planet Festival
Hotel Direct
Scancoming
Tuned In Travel

PERIOD OF THIS REPORT

This report covers the period from January to December 2019 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 January to June 2020 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 Chair of the Council, is elected biennially by the membership of STAR. Day-to-day functions are carried out by the Secretariat, which provides information and advice in relation to STAR and the operation of its Code of Practice. A sub-committee examines all breaches of the Code reported to it and disciplines members where it considers such action necessary, action that potentially includes 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 our registered trademark, found on the cover to this report.



THE CHAIRMAN'S STATEMENT



There are a number of phrases we are currently hearing every day that it would be very good to never hear again. "We live in unprecedented times" or "the new normal", amongst others. We have all been a bit worn away by the unusual challenges thrown at us during the Coronavirus pandemic and, while the skies may be blue outside my window right now, most of us

are looking at weathering more weeks, possibly months, of our businesses being on hold. These past months have been devastating for the live events industries and all those that make it and serve it.

Ticketing is the entry route for almost all those who attend live events whether that's sports, music, festivals, theatre, museums, attractions or galleries. The return of live entertainment and events is not possible without box offices, ticket agents and ticketing systems and the people who work there. As well as providing the mechanism to sell tickets and the marketing data to reach potential customers, it is key to addressing new challenges around reducing contact in sales and admissions, for example timed entry for museums and attractions, timed arrival at venues and managing Safe Distancing. All ticketing staff are crucial in helping restore consumer confidence and reaching new and existing audiences, both in the immediate term and as we see the eventual return of overseas visitors.

We are hoping in the next days to see the Government approve plans for how venues will be able to safely open up again alongside some of the other restrictions being gently lifted in announcements coming out of Whitehall. Let's hope that they also provide the support that will be necessary to help businesses get back on their feet and encourage audiences to return with confidence. While there will be a serious and lasting effect from the months of closure, the extraordinary, world-leading entertainment produced in the UK will surely rise again rapidly. It has certainly been encouraging to hear that an exceptionally high proportion of customers have accepted rescheduled dates or credit for future performances rather than opting for refunds.

STAR had an excellent year last year with an increase in membership numbers, income and the breadth of the membership, particularly in sports. Sadly, we will need to be realistic that not all companies will make it through this crisis and that budgets may be challenged, but we hope that the value we bring to members and in our representation of the industry to government and other bodies is of continuing value, as is the important work we do in dispute resolution and in setting

standards for the industry.

Meg and Helen in the STAR office have been dealing with a threefold increase in disputes work since March, with the pandemic leading to a number of complicated issues and consumer concerns about the availability and speed of refunds and other resolutions. At the very beginning of the crisis, we went out with messaging to the public, which continues to be repeated on our website, asking for their patience and kindness. Certainly, many of the disputes can and have been resolved with a little of each of those things, though there are others that take more time and work to resolve. We were very pleased that this 'patience and kindness' message was well-received by members, recognising that those two things would be very necessary in so many areas of our lives during lockdown.

I would like to extend my thanks to Meg and Helen for all they do to support consumers and STAR members through disputes. Most particularly, I'd like to congratulate them on remaining so positive and buoyant given the workload and complexities and while managing through their own lockdown challenges.

I am also very grateful to my colleagues on the STAR Council who are generous with their time and expertise in helping support the work of STAR. Many thanks to those who are retiring from the Council and to those who are standing for election or re-election. I trust that when we all meet again in person, rather than via Zoom, we will exercise the patience and kindness we have asked of customers as we set about addressing any questions and concerns about our industry that have come about as a result of this current crisis.

Finally, I want to add my thanks, and those of the Council, to Jonathan who it is safe to say has never been busier, juggling many different scenarios thrown at him. He has been a tireless worker on behalf of the members and trying hard to get ticketing at the table in all discussions. His work is truly appreciated.

RICHARD BRUNDLE
CHAIRMAN

THE STAR COUNCIL

AT 30 JUNE 2020

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 the AGM two years after they are elected but choose to stand for re-election. New nominations to the Council are solicited from the membership. The Council also co-opts additional members on an ex-officio basis.

The present Council comprises:

RICHARD BRUNDLE (*CHAIR*)

DALE BALLENTINE*

Chief Executive Officer, Motorsport Tickets

ALISON BRAMWELL*

Director of Revenue Management, TodayTix Group

JANE CARLETON (*EX OFFICIO*)

Head of Sales and Ticketing, Society of London Theatre

JULIE CARSON

Head of Ticketing, SEC, Glasgow

LISA COBHAM*

Senior Vice President, Fan Experience International, Ticketmaster

ABI COPE (*EX OFFICIO*)

Business Manager, Ambassador Theatre Group

PAULINE FALLOWELL*

Head of Sales and Audience Insight, London Theatre Company, Bridge Theatre

MARTIN FITZGERALD (*EX OFFICIO*)

Chief Commercial Officer, See Tickets

STEVE HAWORTH

Head of Ticketing and Retail, Royal Shakespeare Company

RICHARD HOWLE

Director of Ticketing, The Ticket Factory

ANTON LOCKWOOD (*EX OFFICIO*)

Promotions Director, DHP Family, representing the Concert Promoters' Association

ANDREA MYERS (*EX OFFICIO*)

Senior Vice President, Legal, Live Nation Entertainment, UK and Ireland

WILL QUEKETT (*EX OFFICIO*)

Independent

PAUL SMYTH (*EX OFFICIO*)

Head of Ticketing, The FA Group, Wembley National Stadium

DAVID THOMAS (*Deputy Chairman*)

Head of Theatre and Events, Superbreak

The Council members noted * above are resigning at the AGM on 3 July 2020.

The day-to-day administration of STAR is dealt with by the Chief Executive, Jonathan Brown, External Relations Manager, Megan Conman and External Relations Assistant, Helen Chambers.

THE WORK OF STAR



The Society of Ticket Agents and Retailers (STAR) works to help resolve disputes between its members and ticket buyers and is approved by Government under the Alternative Dispute Resolution for Consumer Disputes (Competent Authorities and Information) Regulations 2015.

DISPUTES





New or unresolved disputes are referred to STAR, either by the member or the customer involved. Conciliation then takes place through the STAR office 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.

Disputes are submitted to STAR under Alternative Dispute Resolution (ADR) and are dealt with under our approved procedure which can be found at: www.star.org.uk/alternative-dispute-resolution/

In the twelve months ended 31 December 2019, STAR received 1,177 (1,079 in year to 31 December 2018) contacts regarding disputes, the majority of which were resolved immediately by the member concerned. The highest level of complaints focused on refund and exchange policies (17%), event issues (13%), delivery issues (8%) and restricted views (7%). 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 effectively in their dispute resolution procedure. The majority of members resolve disputes directly with customers before they ever need to be referred to STAR.

2020 disputes will, inevitably be much higher as a result of issues arising from the Covid-19 pandemic. STAR's annual ADR report to the end of May 2020 is already on the website and reflects this increase in disputes.

EXAMPLES OF COMPLAINTS

-  A customer successfully purchased tickets for an event. The ticket seller emailed the customer later that day advising that the booking had been cancelled due to an error on their part and provided a link for the customer to repurchase tickets, which was valid until 11am the next day. The customer did not see this email until 3 days later and upon contacting the ticket seller was advised that there were no longer any tickets available. When STAR contacted the ticket seller for further information, they advised that the initial error, and subsequent cancellation of the tickets, was theirs and they could see that the short timescale provided to repurchase tickets did not give the customer adequate time to respond. The ticket seller contacted the customer directly to provide replacement tickets. The customer was very happy with this outcome.
-  A customer purchased tickets that she then wished to resell using the in-house resale service (reselling with the agent they purchased with). Unfortunately, the resale service was not available for the event tickets purchased, though the event tickets were not restricted to reselling through that platform only. The customer felt that the agent was being unfair in not enabling resale for those tickets and was deliberately difficult to contact and not responding. STAR reiterated to the customer the information provided by the member, that the in-house resale option may not be available for all tickets purchased from that ticket agent. STAR advised that the query would be passed again to the ticket agent for any further advice or available options, as well as providing the relevant contact information should they wish to contact directly, and that the tickets could be resold elsewhere or passed onto family and friends.
-  A customer purchased standing tickets for his family, including 2 young children, to attend a stadium concert. Halfway through the event, the family were told that they were not permitted in the standing area due to the age of the children and alternative seats were provided, enabling the customer to stay for the remainder of the event. The customer felt that the ticket seller had not made the age restrictions for the event clear before purchase or on the tickets and requested a refund. STAR looked into this with the ticket seller and found that the relevant information was provided during the booking process but not on the tickets and therefore a full refund would not be due, however the ticket seller offered to refund the booking fees as a gesture of goodwill.
-  A customer purchased tickets as a gift for a family member and selected the preferred postage option. It was not possible to post these tickets in time for the event, so they were changed to collection. Unfortunately, the purchaser was not available to collect on behalf of their guests and there was no option for another party to collect from the venue, for example using a letter of authorisation. The guests were therefore unable to access the event with the tickets as intended. As there was no option to use the tickets purchased, it was agreed that a refund would be issued and the customer was grateful for this outcome.

UNAUDITED DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2019

COMPANY INFORMATION

DIRECTORS

D BALLENTINE
A BRAMWELL
J CARSON (*appointed 3 July 2019*)
L COBHAM
P FALLOWELL
M FITZGERALD (*resigned 3 July 2019*)
S HAWORTH
E HOWELLS (*resigned 28 February 2020*)
R HOWLE
D THOMAS
J BROWN

COMPANY SECRETARY

CHAIRMAN

R P BRUNDLE

COMPANY NUMBER

03453544

REGISTERED OFFICE

REGINA HOUSE
124 FINCHLEY ROAD
LONDON
NW3 5JS

TRADING ADDRESS

P.O. BOX 708
ST LEONARD'S PLACE
YORK
YO1 0GT

DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2019

The directors present their report and the financial statements for the period ended 31 December 2019.

DIRECTORS

The directors who served during the year were:

D BALLENTINE

A BRAMWELL

J CARSON (appointed 3 July 2019)

L COBHAM

P FALLOWELL

M FITZGERALD (resigned 3 July 2019)

S HAWORTH

E HOWELLS (resigned 28 February 2020)

R HOWLE

D THOMAS

DIRECTORS' RESPONSIBILITIES STATEMENT

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 applicable law and United Kingdom accounting standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. 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 for the Company's financial statements and then apply them consistently;
- ⚠ make judgements and accounting 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 to 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.

SMALL COMPANIES NOTE

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 on 23rd June 2020 and signed on its behalf.

D THOMAS
DIRECTOR

STATEMENT OF **INCOME AND RETAINED EARNINGS** FOR THE YEAR ENDED 31 DECEMBER 2019

	Note	2019 £	14 months 2018 £
TURNOVER		167,643	142,327
GROSS PROFIT		167,643	142,327
Less overheads			
Administrative Expenses		(157,817)	(161,284)
OPERATING LOSS		9,826	(18,957)
Interest receivable		143	43
LOSS FOR PERIOD BEFORE TAX		9,969	(18,914)
PROFIT (LOSS) FOR PERIOD AFTER TAX		9,969	(18,914)
Retained earnings at the beginning of the year		11,127	30,041
Profit (Loss) for the period		9,969	(18,914)
RETAINED EARNINGS AT THE END OF THE PERIOD		21,096	11,127

BALANCE SHEET AS AT 31 DECEMBER 2019

		2019 £	2018 £	£
FIXED ASSETS				
Tangible assets	4	0		0
CURRENT ASSETS				
Debtors: amounts falling due within one year	5	1,785	1,519	
Prepayments		487		
Cash at bank and in hand	6	22,409	13,211	
		24,681	14,730	
CURRENT LIABILITIES				
amounts falling due within one year	7	(3,585)	(3,603)	
		21,096		11,127
		21,096		11,127
REPRESENTED BY :				
Profit and loss brought forward		11,127		30,041
Loss for the year		9,969		(18,914)
		21,096		11,127

The directors consider that the company is entitled to exemption from audit under section 477 of the Companies Act 2006 and members have not required the Company to obtain an audit for the period in question in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The Company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 23rd June 2020.

D THOMAS
DIRECTOR

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2019

1. GENERAL INFORMATION

Society of Ticket Agents and Retailers is a private company limited by guarantee and registered in England and Wales. The address of its registered office is Regina House, 124 Finchley Road, London NW3 5JS and is principal place of business is P.O. Box 708, St Leonards Place, York YO1 0GT.

2. ACCOUNTING POLICIES

2.1. Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The following principal accounting policies have been applied:

2.2. Revenue

Revenue comprises subscriptions and levies receivable from its members and recognised in the period the subscriptions and levies relate to.

2.3. Tangible fixed assets

Tangible fixed assets are stated at historical cost less accumulated depreciation.

2.4. Debtors

Short term debtors are measured at transaction price less any impairment.

2.5. Cash and cash equivalents

Cash is represented by cash in hand deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

2.6. Creditors

Short term creditors are measured at the transaction price

2.7. Pensions

The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further obligations.

The contributions are recognised as an expense in the statement of income and retained earnings when they fall due. Amounts not paid are shown as a liability in the balance sheet. The assets of the plan are held separately from the Company in an independent fund.

2.8. Interest income

Interest income is recognised in the statement of income and retained earnings.

3. EMPLOYEES

The average monthly number of employees, excluding directors, during the year was 3 (2018: 2)

No directors received any remuneration during the year (2018: nil)

4. TANGIBLE FIXED ASSETS

None

5. DEBTORS

	2019	2018
	£	£
Trade debtors	0	1,519
Prepayments and accrued Income	0	0
	<u>0</u>	<u>1,519</u>

6. CASH AND CASH EQUIVALENTS

	2019	2018
	£	£
Cash at bank and in hand		
	<u>22,409</u>	<u>33,273</u>

7. CREDITORS

	2019	2018
	£	£
Trade Creditors	133	179
Other Creditors	3,452	1,049
Accruals and deferred Income	0	2,375
	<u>3,585</u>	<u>3,603</u>

8. PENSION COMMITMENTS

Pension costs totalling £5,265 (2018: £5,546) represent amounts payable to defined pension contribution pension schemes. The assets of the schemes are held separately from those of the group in an independently administered fund. Contributions totalling £452 (2018: £452) were payable to the fund at the balance sheet date and are included in the accounts

9. COMPANY STATUS

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 31st December 2019 there were 48 full members (2018: 46)

10. RELATED PARTY TRANSACTIONS

Turnover includes £91,153 (2018: £79,176) in respect of fees receivable from the company's full members. At the balance sheet date members owed £1,785 (2018 - £1,519)



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THE SOCIETY OF TICKET AGENTS AND RETAILERS

T: +44 (0) 1904 234737

WWW.STAR.ORG.UK

E: INFO@STAR.ORG.UK