

# ANNUAL REPORT & FINANCIAL STATEMENTS

2021

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SECURE  
TICKETS *from*  
AUTHORISED  
RETAILERS™

# STAR MEMBERS

JUNE 2022

## FULL MEMBERS

Alt Tickets  
ATG Tickets  
AXS  
Beautiful Tickets  
Covent Garden Box Office  
DICE FM  
Edinburgh Festival Fringe Society  
Eventim UK  
Family Tickets  
Fever  
fromtheboxoffice.com  
Gigantic Tickets  
Kaboodle  
KX Tickets  
Leicester Square Box Office  
London Theatre Direct  
Motorsport Live  
Music+Sport  
Quaytickets  
See Tickets  
South West Ticketing Solutions  
Theatre Tickets Direct  
The Ticket Factory  
The Ticket Machine Group  
TicketCo UK  
Ticketline  
Ticketmaster UK  
Ticket Quarter  
TicketSource  
Tickets Scotland  
Ticketek UK  
Ticket Text  
TicketWeb (UK)  
TKTS  
TodayTix Group  
Twickets  
TYG Ltd  
WeGotTickets

## PROVISIONAL MEMBERS

TicketSwap UK  
Tixel UK

## ASSOCIATE MEMBERS VENUES

Academy Music Group  
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, Bromley  
City Varieties Music Hall, Leeds  
Cliffs Pavilion, Southend  
Crewe Lyceum  
Criterion Theatre  
Delfont Mackintosh Theatres  
Duchess Theatre  
Duke of York's Theatre  
Edinburgh Playhouse  
Empire Theatre, Liverpool  
The FA  
Fortune Theatre  
G-Live, Guildford  
Garrick Theatre  
Gielgud Theatre  
Gillian Lynne Theatre  
Grand Opera House, York  
Harold Pinter Theatre  
Her Majesty's Theatre  
Hyde Park Picture House, Leeds  
Immersive Hub  
King's Theatre, Glasgow  
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  
Mamma Mia! The Party  
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 Victoria Theatre, Woking  
New Wimbledon Theatre & Studio  
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  
Opera North  
Orchard Theatre, Dartford  
OVO Arena Wembley  
Oxford Playhouse  
Palace Theatre  
Palace Theatre, Southend  
Phoenix Theatre  
Piccadilly Theatre  
Playhouse Theatre  
Prince Edward Theatre  
Prince of Wales Theatre  
Princess Theatre, Torquay  
Queens Theatre  
Regent Theatre, Stoke-on-Trent  
Resorts World Arena, Birmingham  
Richmond Theatre  
Royal Albert Hall  
Royal Opera House  
Royal Shakespeare Company  
The Rugby Football Union  
Sadler's Wells Theatre  
St Martin's Theatre  
Santa Pod Raceway  
Savoy Theatre  
SEC & OVO Hydro Glasgow  
Shaftesbury Theatre  
Sheffield City Hall  
Stephen Joseph Theatre, Scarborough  
Stockton Globe  
Sunderland Empire  
Swansea Arena  
Theatre Royal Brighton  
Theatre Royal Drury Lane  
Theatre Royal Glasgow  
Trafalgar Theatres  
Twickenham Stadium  
Utilita Arena, Birmingham  
Utilita Arena, Sheffield  
Vaudeville Theatre  
Victoria Hall, Stoke-on-Trent  
Victoria Palace  
Watford Palace Theatre  
Wembley Stadium  
White Rock Theatre, Hastings  
Wycombe Swan  
Wyndhams Theatre  
Wyvern Theatre and Arts Centre, Swindon  
York Theatre Royal

## PRODUCERS/PROMOTERS

Disney Theatrical Productions  
DHP Family  
Kilimanjaro Live  
Live Nation  
SJM Concerts

## ORGANISATIONS

National Arenas Association  
Society of London Theatre  
UK Theatre

## AFFILIATES

AKA  
Albemarle of London  
Audience View  
Best of Theatre  
Booking Protect  
crowdEngage  
Dewynters  
JM Marketing  
Line Up  
Red 61  
Seat Geek  
SeatPlan  
SecuTix  
Spektrix  
Squire Patton Boggs  
Tessitura Network  
Theatreland  
theatremonkey.com  
Ticketing Business Forum  
Ticketing Professionals Conference  
TicketPlan  
Ticketsolve  
TixTrack (Europe)  
Tix UK  
Tungate Group  
Universe  
Vivaticket

## TRAVEL AFFILIATE MEMBERS

Big Green Coach/Planet Festival  
Sound Travel Group

## STAR IS A MEMBER OF:



2022  
Partner  
Member



Live music  
Industry  
Venues and  
Entertainment

# PERIOD OF THIS REPORT

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This report covers the period from January to December 2021 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 2022 is also included, where relevant.

# THE PURPOSE OF STAR

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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 every three years 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. An Oversight 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

committee's decisions are heard by the Council. The membership of this Oversight 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 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

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As I draw to the end of my 4 years as Chair of STAR, I have an opportunity to reflect on how the ticketing sector has developed over those years and the 25 since STAR was born.

Back in 1997, I, along with others from ticketing businesses, recognised that the then government had made noises to try and legislate the ticketing industry. All the major

ticketing agents came together at the time to create our own charter which satisfied the regulators, and no legislation was proposed. This wasn't just an exercise in self-preservation but one to improve standards across the ticketing world, still in a pre-internet environment.

STAR's membership has broadened considerably since those first years and continues to grow. Some sectors of the industry may contract or absorb, but new initiatives spring up to respond to market changes. Membership has remained strong during the past two, difficult, years and we have been very pleased to welcome several new members in the past few months

25 years ago, no tickets were sold online. Now, almost all tickets are sold this way and the pandemic has hastened an advance in mobile ticketing, with e-tickets now being the sole method of entry for many events. The call centres that were the heart of ticket sales back then have been disappearing rapidly, pushing customers to resolve issues online and through social media.

When I returned to STAR as Chair in 2018, the spectre of secondary ticketing was still very present. The increase in authorised resale through primary outlets, as well as the increasing number of capped resale platforms is helping ensure that, where possible, customers have a way of disposing of tickets they cannot use. Nevertheless, there continue to be problems with ticket fraud, particularly with customers paying sellers having found tickets being offered on social media, as well as continuing public and establishment criticism of some uncapped resale marketplaces. We have always taken the view that, as far as possible, customers should be directed to buy from authorised, accountable, sources and especially from STAR members.

STAR's work as an approved alternative dispute resolution body has never been as utilised by consumers as it has in the past year. We are a very small organisation and the volume of contacts with disputes and general enquiries has been very testing. It's nearly a year since we saw disputes rise so high and Megan and Helen have been working flat out to deal with those.

We are currently recruiting another member of the disputes team but that also comes with the challenge of no longer having an office and training someone in the complexities of ticketing. It is fair to say that 2020, 2021 and even 2022 will probably be the most challenging times for our small, dedicated team and Jonathan, who has been with STAR since those early days 25 years ago has been steadfast in his commitment to the customer and you the members. I know all members give great thanks to him for that.

The research work that has been undertaken by Will Quekett on behalf of the STAR Council has looked at the effect of the pandemic on ticketing businesses, their customers and other stakeholders. While the industry has, overall, done well, we know that a packed summer and autumn of events that includes many rescheduled shows from 2020 and 2021, will bring some difficulties. The pain felt by some may continue and there will be a continuing need to ensure that commercial practices are balanced with customer service.

In many ways, our industry serves consumers much better than it did 25 years ago, but not all advances are great for those we rely on to buy tickets and attend events. It has become increasingly difficult for customers to speak to a person when booking a ticket or seeking customer service. While this is an understandable development and ticketing is not alone in the approach, it can lead to frustration for customers when things do not go right. On a personal note, I wish that we could have done more to tackle external booking fees, but that is a complex issue with many factors involved.

We know that many people think ticketing is easy, but we know that it is far more complex and that ticket agents often serve as a buffer between the event organiser and the customer. It's important to ensure that what serves the industry well and helps it to function in the best possible ways, also serves ticket buyers. It may be complex, but those difficulties should really be for us, not our customers. With the pandemic having led to a change in consumer expectations, being clear and fair with policies and terms and conditions from the outset is essential.

My thanks to all those who have served on the Council during my time as Chair and for the time that they have put into the work of STAR on behalf of the membership.

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**RICHARD BRUNDLE**  
CHAIRMAN

# THE STAR COUNCIL

## TO 30 JUNE 2022

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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 three years after they are elected but may choose to stand for re-election. New nominations to the Council are solicited from the membership. The Council may co-opt additional members who bring additional skills and experience.

The present Council comprises:

**RICHARD BRUNDLE (CHAIR)\***

**JAMES BRODERICK\***

Head of Ticket Sales, Sadler's Wells Theatre

**JULIE CARSON**

Head of Ticketing, SEC, Glasgow

**ANDREW COLLIER\***

Creative Director at Minor Entertainment Group and Family Tickets

**ABI COPE**

Head of Ticketing Operations, Ambassador Theatre Group

**PAULINE FALLOWELL\***

Director of Marketing and Audiences, London Theatre Company, Bridge Theatre

**STEVE HAWORTH\*\***

Head of Ticketing and Retail, Royal Shakespeare Company

**RICHARD HOWLE**

Director of Ticketing, The Ticket Factory

**KEITH KELLY\***

Head of Ticketing, The Lowry and Quaytickets

**PAUL NEWMAN**

Director of Ticketing, UK - AXS Europe Ltd

**ANTON LOCKWOOD (CO-OPTED)**

Director of Live, DHP Family, representing the Concert Promoters' Association

**KOKYEE NG (CO-OPTED)**

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

**WILL QUEKETT (CO-OPTED)**

Independent

**PAUL SMYTH (CO-OPTED)**

Head of Event Operations, The FA Group, Wembley National Stadium

**MATTHEW WILKINSON (CO-OPTED)**

VP, Contact Centre Operations International, Ticketmaster

The Council members noted \* above are retiring or \*\* resigning at the AGM on 30 June 2022.

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

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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

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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 Oversight 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 addition, The Society of Ticket Agents and Retailers is approved by Government under the Alternative Dispute Resolution (ADR) for Consumer Disputes (Competent Authorities and Information) Regulations 2015. Some disputes are therefore submitted to STAR under ADR and are dealt with in line with our approved ADR procedure which can be found at: [www.star.org.uk/alternative-dispute-resolution/](http://www.star.org.uk/alternative-dispute-resolution/)

In the twelve months ended 31 December 2021, STAR received 2,035 (1,636 in year to 31 December 2020) contacts and enquiries regarding disputes, the highest number STAR has ever received. The circumstances of the pandemic and the increase in contacts has led to resolution times for both STAR and its members being longer than before. The majority of complaints have continued to relate to issues arising as a result of the pandemic (42%), though this was down on 2020 (74%). It was not necessary for any complaints to be referred to the Oversight 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.

STAR's annual ADR report to the end of May 2022 is on the website and reflects this increase in disputes.

## EXAMPLES OF COMPLAINTS

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Many of the disputes handled in 2021 have related to issues arising directly out of the COVID-19 pandemic. During this unusual time, ticketing companies have had to navigate many complications, including the rescheduling of events, often several times. Disputes raised with STAR were often a direct result of the pressures on ticket sellers in dealing with the vast volume of customer service demand.

Many customers for events in 2020 may have bought them in the previous year and, through support of the entertainment industry, held onto those tickets until a new date was announced. Some shows had to be rescheduled several times. This has led to difficulties where customers haven't received emails notifying them of the changes, even though they may have been sent, or where refunds have been made to cards that have expired or been closed. Merchant agreements

usually require refunds to be made to the original card used for purchase, leading to frustrations for both sellers and customers as efforts are made to reclaim the funds from banks.

Communicating Covid policies and event requirements clearly has been very important, with some customers raising disputes relating to restrictions placed on their attendance to meet Covid safety.

As events resumed during the year, there was also a return of the more usual disputes that were handled pre-pandemic, but also an increase relating to digital tickets with the introduction of more mobile-only events.

# UNAUDITED DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021

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## COMPANY INFORMATION

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### DIRECTORS

A BRAMWELL (*resigned 24 June 2021*)  
J BRODERICK  
J CARSON  
A COLLIER  
A COPE (*appointed 24 June 2021*)  
P FALLOWELL  
S HAWORTH  
R HOWLE  
K KELLY  
P NEWMAN (*appointed 24 June 2021*)  
D THOMAS (*resigned 24 June 2021*)

### COMPANY SECRETARY

J BROWN

### CHAIRMAN

R P BRUNDLE

### COMPANY NUMBER

03453544

### REGISTERED OFFICE

124 CITY ROAD  
LONDON  
EC1V 2XN

### TRADING ADDRESS

P.O. BOX 708  
YORK  
YO1 0GT

## DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2021

The directors present their report and the financial statements for the period ended 31 December 2021.

### DIRECTORS

The directors who served during the year were:

**A BRAMWELL** (resigned 24 June 2021)

**J BRODERICK**

**J CARSON**

**A COLLIER**

**A COPE** (appointed 24 June 2021)

**P FALLOWELL**

**S HAWORTH**

**R HOWLE**

**K KELLY**

**P NEWMAN** (appointed 24 June 2021)

**D THOMAS** (resigned 24 June 2021)

### 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 14 June 2022 and signed on its behalf.

**R HOWLE**  
DIRECTOR

# STATEMENT OF **INCOME AND RETAINED EARNINGS** FOR THE YEAR ENDED 31 DECEMBER 2021

	<b>Note</b>	<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
<b>TURNOVER</b>		156,072	160,134
<b>GROSS PROFIT</b>		156,072	160,134
Less overheads			
Administrative Expenses		(130,200)	(130,253)
<b>OPERATING PROFIT</b>		25,872	29,881
Interest receivable		0	89
<b>PROFIT (LOSS) FOR PERIOD BEFORE TAX</b>		25,872	29,970
Tax due this year		4,916	3,334
<b>PROFIT (LOSS) FOR PERIOD AFTER TAX</b>		20,956	26,636
Retained earnings at the beginning of the year		47,732	21,096
Profit (Loss) for the period		20,956	26,636
<b>RETAINED EARNINGS AT THE END OF THE PERIOD</b>		68,688	47,732

## BALANCE SHEET AS AT 31 DECEMBER 2021

	<b>Note</b>	<b>2021</b>		<b>2020</b>	
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>FIXED ASSETS</b>					
Tangible assets	4		0		0
<b>CURRENT ASSETS</b>					
Debtors: amounts falling due within one year	5	2,635		3	
Prepayments		100		100	
Cash at bank and in hand	6	114,876		96,460	
			117,611		96,563
<b>CURRENT LIABILITIES</b>					
Corporation Tax due		(4,916)		(3,334)	
Creditors: amounts falling due within one year	7	(4,058)		(3,586)	
			108,637		89,642
<b>LONG TERM LIABILITIES</b>					
Bank loan falling due after one year			(39,949)		(41,910)
			68,688		47,732
<b>REPRESENTED BY :</b>					
Profit and loss brought forward			47,732		21,097
Profit for the year			20,956		26,636
			68,688		47,732

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 14 June 2022

**R HOWLE**  
DIRECTOR

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

### 1. GENERAL INFORMATION

Society of Ticket Agents and Retailers is a private limited by guarantee and registered in England and Wales. The address of its registered office is 124 City Road, London EC1V 2XN and its principal place of business is P.O. Box 708, 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 (2020: 3)

No directors received any remuneration during the year (2020: nil)

### 4. TANGIBLE FIXED ASSETS

None

### 5. DEBTORS

	2021	2020
	£	£
Trade debtors	2,635	0
Prepayments and accrued Income	0	0
	<u>0</u>	<u>0</u>

### 6. CASH AND CASH EQUIVALENTS

Cash at bank	<u>114,876</u>	<u>94,460</u>
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### 7. CREDITORS

Trade Creditors		165
Other Creditors	4,058	3,422
Corporation Tax	4,916	3,334
	<u>8,974</u>	<u>6,921</u>

### 8. PENSION COMMITMENTS

Pension costs totalling £5,902 (2020: £5,775) 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 (2020: £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 2021 there were 37 full members (2020: 47).

### 10. RELATED PARTY TRANSACTIONS

Turnover includes £65,625 (2020: £91,179) in respect of fees receivable from the company's full members. At the balance sheet date members owed Nil (2020 - nil).



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THE SOCIETY OF TICKET AGENTS AND RETAILERS

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