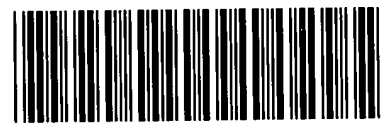


**REGISTERED COMPANY NUMBER: 06975700 (ENGLAND AND WALES)**  
**REGISTERED CHARITY NUMBER: 1133386**

**Report and**  
**Unaudited Financial Statements for the Year Ended 31 July 2015**  
**for**  
**Tickets For Troops**

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## **TICKETS FOR TROOPS**

### **Contents of the Financial Statements For the Year Ended 31 July 2015**

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**TICKETS FOR TROOPS  
Report of the Trustees  
for the Year Ended 31 July 2015**

The Trustees, who are also The Directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the Charity for the year ended 31 July 2015. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2005.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**  
06975700 (England and Wales)

**Registered Charity number**  
1133386

**Registered office**  
2 Crossways Business Centre  
Bicester Road  
Kingswood  
Aylesbury  
Bucks  
HP18 0RA

**Principal office**  
6 Lower Grosvenor Place  
London  
SW1W 0EN

**Trustees**  
S J Higgins  
Lord Marland of Odstock  
R A Rowland

**Independent examiner**  
W J E Kerr  
E K & Co 2003 Ltd  
2 Crossways Business Centre  
Bicester Road  
Kingswood  
Aylesbury  
Bucks  
HP18 0RA

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The Charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

**Recruitment and appointment of new trustees**

The Charity aims to operate to achieve its objectives with a small, carefully selected team of Trustees – supported by a wide and influential group of advisors and Patrons.

**TICKETS FOR TROOPS**  
**Report of the Trustees**  
**for the year ended 31 July 2015**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Organisational structure**

Tickets For Troops has a board of three Trustees, all of whom are active directors. There are a further twenty-one members of the Advisory Board who aim to meet twice a year.

**The Board**

Chairman – Lord Marland of Odstock

Lord Marland is Chairman of the Commonwealth Enterprise and Investment Council. He retired as the Prime Minister's Trade Envoy and Chairman of the Business Ambassador Network at 1 January 2014. He was the Minister for the Department of Energy and Climate Change in 2010 and subsequently for the Department for Business, Innovation and Skills.

Lord Marland was one of the founding directors of Jardine Lloyd Thompson plc, a multinational insurance business and led the acquisition of Hunter Boot Ltd. He has multiple business interests.

He is Chairman of Tickets For Troops and the Churchill International Society, President of The Commonwealth Youth Orchestra and Choir, Trustee of Peggy Guggenheim (UK) and The Atlantic Partnership and Patron of Salisbury and South Wiltshire Cricket.

**Stuart Higgins**

Stuart runs Stuart Higgins Media, a public relations company specialising in promoting and protecting brands and people. He has a wide range of clients including well-known individuals and major companies, sports stars and sports organisations. He is a previous editor of The Sun newspaper, where he worked for twenty years. He has built up a vast network of contacts and connections which have helped promote the charity and raise its profile in the media and with the general public. He has also worked with the Armed Forces charity, BLESMA, which supports servicemen and women who have lost limbs, and with British Forces Broadcasting Services.

**Robert Rowland**

Robert A. Rowland is the principal of Bowdon Capital Ltd, a company he established in 2014. Prior to this, Robert was a partner and Managing Director with Lazard Freres in New York and Soros Funds Limited; and a fund manager with Odey Asset Management. He began working in the investment industry in 1988, prior to which he spent three years in the RAF before starting in banking.

Robert is married to Lisa Marie, the CEO of Realhair, Realskin and Blo, and they have three sons and one daughter.

**The Advisory Board**

Nicholas Allott  
Nick Blackburn  
Francie Clarkson  
Chris Cotton  
Lucy Ellison  
Kevin Godlington  
Rob Hallett  
Sandy Jones  
David Joseph  
Gary Lydiate  
Carl Leighton-Pope

Helen Parker  
Sir Peter Norriss  
Philip Raffaelli  
Lady Richards  
Amanda Thirsk  
David Wall  
Frank Warren  
David Webb  
Andrew Wildblood  
Mike Gray

**TICKETS FOR TROOPS**  
**Report of the Trustees**  
**for the Year Ended 31 July 2015**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Organisational structure**

**Employees**

From the outset it was clear that there would be a considerable amount of administration to be handled by Tickets For Troops. The board has appointed an Operations Director to oversee the day to day operations of the Charity. This is a full time post and is supported by a small team of permanent and short term contract workers. The Charity is also fortunate to have the assistance of several unpaid volunteers.

**Wider network**

Since the time of its launch, Tickets For Troops has received a huge amount of support from many high profile and influential individuals from across the sports, music and entertainment industries.

In addition to the Board and the Advisory Board, Tickets For Troops has various Patrons and enjoys particular support from Samantha Cameron, Bruce Buck, James Blunt, Freddie Flintoff, Steve Hayes, WO1 Kim Hughes GC and Gary Lineker.

**Operations**

See Tickets manages the ticketing platform for the Charity.

The Reuben brothers provide an office for the Charity at 6 Lower Grosvenor Place, and they generously make a donation to cover the rent.

In February 2014, a new website was designed and built for the Charity by Another Story who continue to provide on-going maintenance and updates either free of charge or at heavily discounted rates.

**Risk management**

The Trustees have a duty to identify and review the risks to which the Charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

**Our charitable Objectives**

- to raise the spirit and morale of past and present members of the Armed Forces of the Crown.
- to promote the efficiency and effectiveness of the Armed Forces of the Crown.

**Our Aims**

- to provide free tickets to a wide range of sporting, cultural, musical, theatrical, artistic and entertainment events.
- to organise and assist in the provision of cultural activities, films, concerts, shows, exhibitions and other entertainment activities.
- to solicit tickets and other gifts and rewards for members of the Armed Forces of the Crown, their relatives and dependants.

**TICKETS FOR TROOPS**  
**Report of the Trustees**  
**for the Year Ended 31 July 2015**

**How our activities deliver public benefit**

Our main activities and who we try to help are described below. All our charitable activities focus on creating numerous opportunities for troops to attend events across the UK and are undertaken to further our charitable purposes for the public benefit.

**Who used and benefited from our services?**

Tickets For Troops has over 169,000 registered members and circa 53,000 active users. Ticket distribution for 2014 of 192,036 tickets with an average of 3.3 tickets per person, over 53,000 troops were able to attend events with their families and friends.

Those who directly benefitted were current serving personnel across the tri-services as well as those who had been medically discharged since 2001. The wider military community also benefitted as troops are able to take their dependants, families and friends along to events with them.

**Volunteers**

Tickets For Troops has always considered that our volunteers are vital for us to achieve our objectives and we wish to thank the many people who have given their time freely to support our cause.

**ACHIEVEMENT AND PERFORMANCE**

**Charitable activities**

Since Tickets For Troops was launched in November 2009 almost 761,000 tickets have been allocated to service personnel and in excess of 169,000 soldiers, sailors and airmen and women have registered with us. Over 400 organisations currently donate tickets to the charity.

Our aims for the year to come are:

- to successfully allocate 185,000 tickets to service men and women
- to maintain donor support for the UK Armed Forces following the withdrawal from Afghanistan
- to remain the Charity of choice for complimentary ticket distribution
- to increase followers on all operating social media sites by 10%
- to increase the regional spread of tickets to align with troop demographics
- to ensure all Premier League Football Clubs donate and support the Armed Forces through Tickets for Troops
- to ensure all Premiership Rugby Clubs donate and support the Armed Forces through Tickets for Troops

**Fundraising activities**

The Charity has successfully implemented a booking fee option on its website and this will generate funds to cover the substantial cost of delivering tickets to our troop members. In addition, the Charity has increased its efforts to collect cash donations at premier events.

**Fundraising Platform**

The Charity will be changing fundraising platforms due to the closure of the current platform, Bmycharity. It will be moving to BT MyDonate. The new platform has been chosen as it does not take a commission on donations. By using BT MyDonate the Charity will maximize the amount of income they can receive from donations.

**TICKETS FOR TROOPS  
Report of the Trustees  
for the Year Ended 31 July 2015**

**FINANCIAL REVIEW**

**Reserves policy**

The general reserve at the end of the period stood at £50,391 (2014: £367). The general policy of the Trustees is that funds should be used to further the aims of the Charity and they seek to avoid the unnecessary accumulation of reserves. It is our aim going forward to increase the level of our reserves to around 18 months of forecast operating costs, based on our management forecasts. The Board considers that this will be adequate to comply with the going concern requirements for the Charity, and that the introduction of a booking fee on all transactions will enable the reserves to be increased in due course.

**Principal funding sources**

Our principal funding source is generous donations by various individuals and companies, and from the troops themselves. During 2013 the Charity successfully secured funding from the Armed Forces Covenant of £160,000. This will be released over the three year term of the proposal and will enable us to develop new projects and infrastructure and ensure we achieve our aims over the coming years.

Approved by order of the board of trustees on 8/3/2016 and signed on its behalf by:

  
S J Higgins – Trustee



## Independent Examiner's Report to the Trustees of Tickets For Troops

I report on the accounts for the year ended 31 July 2015 set out on pages seven to twelve.

### Respective responsibilities of trustees and examiner

The Charity's Trustees (who are also the directors for the purposes of company law) are responsible for the preparation of the accounts. The Charity's Trustees consider that an audit is not required for this year (under Section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is required.

Having satisfied myself that the Charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act
- to follow the procedure laid down in the General Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act); and
- to state whether particular matters have come to my attention.

### Basis of the independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and subsequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statements below.

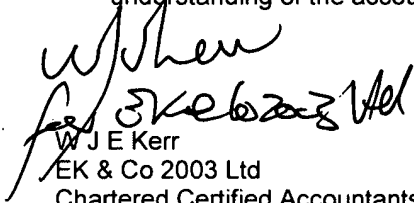
### Independent examiner's statement

In connection with my examination, no matter has come to my attention.

- (1) which gives me reasonable cause to believe that, in any material respect, the requirements
- to keep accounting records in accordance with Section 386 of the Companies Act 2006; and
  - to prepare accounts which accord with the accounting records, comply with the accounting requirements of Section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities.

have not been met; or

- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

  
W J E Kerr  
EK & Co 2003 Ltd  
Chartered Certified Accountants  
2 Crossways Business Centre  
Bicester Road  
Kingswood  
Aylesbury  
HP18 0RA

Date 24/3/2016



# TICKETS FOR TROOPS

## Statement of Financial Activities for the Year Ended 31 July 2015

	Notes	31 July 2015 Unrestricted fund £	31 July 2014 Total funds £
<b>INCOMING RESOURCES</b>			
<b>Incoming resources from generated funds</b>			
Voluntary income		205,270	149,338
Investment income	2	549	662
<b>Other incoming resources</b>		25,814	19,133
		<hr/>	<hr/>
<b>Total incoming resources</b>		231,633	169,133
<b>RESOURCES EXPENDED</b>			
<b>Costs of generating funds</b>			
Costs of generating voluntary income		2,510	1,933
Governance costs		1,464	611
Other resources expended		177,635	186,394
		<hr/>	<hr/>
<b>Total resources expended</b>		181,609	188,938
		<hr/>	<hr/>
<b>NET INCOMING/(OUTGOING) RESOURCES</b>		50,024	(19,805)
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>		367	20,172
		<hr/>	<hr/>
<b>TOTAL FUNDS CARRIED FORWARD</b>		50,391	367
		<hr/>	<hr/>

The statement of financial activities includes all gains and losses in the year.  
All incoming resources and resources expended derive from continuing activities.

The notes form part of these financial statements

# TICKETS FOR TROOPS

## Balance Sheet At 31 July 2015

	Notes	31 July 2015 Unrestricted fund £	31 July 2014 Total funds £
<b>FIXED ASSETS</b>			
Tangible assets	6	698	1,128
Investments	7	1	1
		<u>699</u>	<u>1,129</u>
<b>CURRENT ASSETS</b>			
Debtors	8	17,872	21,113
Cash at bank		131,232	105,425
		<u>149,104</u>	<u>126,538</u>
<b>CREDITORS</b>			
Amounts falling due within one year	9	(99,412)	(127,300)
		<u>49,692</u>	<u>(762)</u>
<b>NET CURRENT ASSETS/(LIABILITIES)</b>		<u>49,692</u>	<u>(762)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>50,391</u>	<u>367</u>
<b>NET ASSETS</b>		<u>50,391</u>	<u>367</u>
<b>FUNDS</b>	10		
Unrestricted funds		50,391	367
<b>TOTAL FUNDS</b>		<u>50,391</u>	<u>367</u>

For the year ended 31 July 2015 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

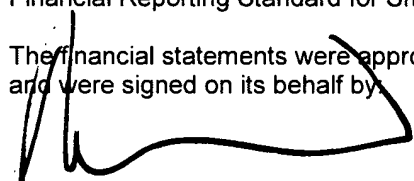
### Directors Responsibilities:

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.

The directors acknowledge their responsibilities for complying with requirements of the Act with respect to accounting records and the preparation of accounts.

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

The financial statements were approved by the Board of Trustees on .....  
and were signed on its behalf by .....



Lord Marland of Odstock – Trustee  
Registered Company Number 06975700

*De March 2016*

The notes form part of these financial statements

## TICKETS FOR TROOPS

### Notes to the Financial Statements for the Year Ended 31 July 2015

#### 1. ACCOUNTING POLICIES

##### Accounting conventions

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008), the Companies Act 2006 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities.

##### Incoming resources

All incoming resources are included on the Statement of Financial Activities when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Incoming resources comprise:

Voluntary income:	Donations are accounted for when they are received Gift Aid represents amounts recovered under relevant legislation and are accounted for when received.
Other income:	Booking fees are a contribution to cover the costs of printing, packing and delivery of tickets to troops. The income is accounted for on an accruals basis.

##### Resources expended

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

##### Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 25% on cost
-----------------------	---------------

##### Taxation

The Charity is exempt from Corporation Tax on its charitable activities.

##### Fund accounting

Unrestricted funds represent funds which can be used at the discretion of the trustees, in accordance with the objectives of the Charity.

Restricted funds can only be used for particular purposes within the objects of the Charity and arise when specified by the donor.

#### 2. INVESTMENT INCOME

	31 July 2015 £	31 July 2014 £
Deposit account interest	549	662
	<hr/>	<hr/>

## TICKETS FOR TROOPS

### Notes to the Financial Statements - continued for the Year Ended 31 July 2015

#### 3. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting)

	31 July 2015	31 July 2014
	£	£
Depreciation – owned assets	730	763
	<u>          </u>	<u>          </u>
Independent Examiners fees	1,500	1,200
	<u>          </u>	<u>          </u>
Other services	252	-
	<u>          </u>	<u>          </u>

#### 4. TRUSTEES REMUNERATION AND BENEFITS

There were no Trustees' remuneration or other benefits for the year ended 31 July 2015 nor the year ended 31 July 2014.

##### Trustees' expenses

There were no Trustee's expenses paid for the year ended 31 July 2015 nor for the year ended 31 July 2014.

#### 5. STAFF COSTS

	31 July 2015	31 July 2014
	£	£
Wages and salaries	101,574	99,347
Social security costs	7,497	7,152
	<u>          </u>	<u>          </u>
	109,071	106,499
	<u>          </u>	<u>          </u>

The average monthly number of employees during the year was as follows:

	31 July 2015	31 July 2014
Administrative Staff	5	5
	<u>          </u>	<u>          </u>

No employees received emoluments in excess of £60,000

#### 6. TANGIBLE FIXED ASSETS

	Fixtures and fittings
	£
<b>COST</b>	
At 1 August 2014	4,174
ADDITIONS	300
At 31 July 2015	<u>4,474</u>
<b>DEPRECIATION</b>	
At 1 August 2014	3,046
Charge for year	730
At 31 July 2015	<u>3,776</u>
<b>NET BOOK VALUE</b>	
At 31 July 2015	<u>698</u>
At 31 July 2014	<u>1,128</u>

## TICKETS FOR TROOPS

### Notes to the Financial Statements - continued for the Year Ended 31 July 2015

#### 7. FIXED ASSET INVESTMENTS

	Shares in Group undertakings £
<b>MARKET VALUE</b>	
At 1 August 2014 and 31 July 2015	1
	<u>1</u>
<b>NET BOOK VALUE</b>	
At 31 July 2015	1
	<u>1</u>
At 31 July 2014	<u>1</u>

There were no investment assets outside the UK.

The company's investment at the balance sheet date in the share capital of companies include the following:

Tickets For Troops Events Ltd:

Nature of business: Fund raising activities

Class of share:  
Ordinary

%  
holding  
100

	31 July 2015 £	31 July 2014 £
Aggregate capital and reserves	51	92
	<u>51</u>	<u>92</u>

Tickets For Troops Events Ltd was set up to raise funds for the Charity by holding special events. In October 2011 the company organised a boxing match between troops from the UK and USA Armed Forces, held at the Albert Hall. This event was intended as a morale raising event and did not generate funds for the Charity. In September 2010 the company hosted a Summer Ball which enabled it to make a Gift Aid donation to the Charity of £94,194. A further donation of £2,400 was paid to the Charity in 2014.

At 31 July 2015 the Charity was owed £7,432 (2014: £7,412) by its subsidiary.

#### 8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 July 2015 £	31 July 2014 £
Trade Debtors	9,519	10,885
Amounts owed by group undertakings	7,432	7,412
Prepayments and accrued income	921	2,816
	<u>17,872</u>	<u>21,113</u>

## TICKETS FOR TROOPS

### Notes to the Financial Statements - continued for the Year Ended 31 July 2015

#### 9. CREDITORS AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 July 2015 £	31 July 2014 £
Trade creditors	4,743	4,754
Social Security and other taxes	11,555	2,391
Accruals	37,514	30,930
Deferred Income	45,600	89,225
	<u>99,412</u>	<u>127,300</u>

Deferred income represents monies received from the Armed Forces Covenant which will be used to develop new projects and infrastructure, and will be released over the three year term of the project.

#### 10. MOVEMENT IN FUNDS

	At 1.8.14 £	Net movement in funds £	At 31.7.15 £
<b>Unrestricted funds</b>			
General fund	367	50,024	50,391
<b>TOTAL FUNDS</b>	<u>367</u>	<u>50,024</u>	<u>50,391</u>

Net movement in funds, included in the above are as follows:

	Incoming Resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	231,633	(181,609)	50,024
<b>TOTAL FUNDS</b>	<u>231,633</u>	<u>(181,609)</u>	<u>50,024</u>

# TICKETS FOR TROOPS

## Detailed Statement of Financial Activities for the Year Ended 31 July 2015

	31 July 2015 £	31 July 2014 £
<b>INCOMING RESOURCES</b>		
<b>Voluntary income</b>		
Donations	89,290	65,575
Voluntary ticket booking fees	115,980	83,763
	<u>205,270</u>	<u>149,338</u>
<b>Investment income</b>		
Deposit account interest	549	662
<b>Other incoming resources</b>		
Gift-Aid received	25,814	19,133
<b>Total incoming resources</b>	<u>231,633</u>	<u>169,133</u>
<b>RESOURCES EXPENDED</b>		
<b>Costs of generating voluntary income</b>		
Commission on booking fees	2,510	1,933
<b>Governance costs</b>		
Independent examiner costs	1,464	611
<b>Support costs Information technology</b>		
Website costs	1,290	14,163
Computer equipment	730	762
	<u>5,994</u>	<u>17,469</u>
<b>Other</b>		
Wages	101,574	99,347
Social Security	7,497	7,152
Advertising and PR	2,194	1,755
Fifth anniversary reception	3,388	-
Bank charges	571	515
Entertaining	2,021	895
Postage and stationery	16,058	15,915
Rent and related costs	6,994	13,424
Repairs and maintenance	1,263	1,240
Staff entertaining	-	51
Staff training and welfare	578	549
Telephone and internet	3,108	1,930
Ticket fulfilment costs	26,299	25,004
Travel and subsistence costs	972	529
Insurances	541	380
Subscriptions	2,310	2,533
Temps & recruitment	247	250
	<u>175,615</u>	<u>171,469</u>
<b>Total resources expended</b>	<u>181,609</u>	<u>188,938</u>
<b>Net income/(expenditure)</b>	<u>50,024</u>	<u>(19,805)</u>

This page does not form part of the statutory financial statements