



MIDDLESEX  
CRICKET

**ANNUAL REPORT  
& FINANCIAL STATEMENTS  
AND A.G.M. NOTICE & AGENDA  
FOR THE PERIOD ENDED 30 NOVEMBER 2018**

MIDDLESEX COUNTY CRICKET CLUB LIMITED

# NOTICE AND AGENDA OF THE ANNUAL GENERAL MEETING 2019

---

**Notice is hereby given that the 155th Annual General Meeting of the Club will be held in the Thomas Lord Suite at Lord's Cricket Ground, London NW8 8QN, on Monday 1st April 2019 at 6.00pm for the purpose of transacting the business listed in the Agenda below.**

Members will be asked to show a valid 2018 membership card in order to gain admission to the meeting. Attention is drawn to Rule 9.4 of the Rules of the Club, which states, "Only Full Members and Associate Members may attend and vote at any General Meeting".

**March 2019**

**R J Goatley  
Secretary**

*Tea, coffee and biscuits will be available in the Thomas Lord Suite from 5.30pm.*

---

## AGENDA

1. Address by the Chairman M O'Farrell.
  2. To receive and, if approved, to adopt the report of the Board.
  3. To receive and, if approved, to adopt the Statement of the Accounts for the period ended 30 November 2018.
  4. To re-elect the Hon.Treasurer to the Board  
  
Proposed by Mike O'Farrell and seconded by John Emburey that D Kendix be re-elected as Hon. Treasurer to the Board.
  5. To receive the ballot for the election of three members to the Board
  6. To receive the ballot for the election of two members from the recreational game to the Board
  7. To elect a new President.  
Proposed by JE Emburey and MW Gatting that MWW Selvey be elected as President
  8. To elect a new Honorary Life Vice President. Proposed by M O'Farrell and seconded by D Kendix that JC Lowe be elected as Honorary Life Vice President
-

# MIDDLESEX COUNTY CRICKET CLUB 2018

---

**As at 30 November 2018**

**Founded 1864**

## **PATRON**

HRH The Prince Philip, Duke of Edinburgh KG KT

## **REGISTERED OFFICE**

Lord's Cricket Ground  
St Johns Wood Road  
London  
NW8 8QN

## **REGISTERED NUMBER**

29864R

## **LIFE VICE PRESIDENT**

P H Edmonds  
P H Parfitt

HC Latchman  
C T Radley MBE

A E Moss  
R V C Robins

M P Murray  
I N Lovett

G W Norris

## **STAFF**

**Business Support Manager:** Miss H L Baxter

**Committee Host:** E C P Howes

**Commercial Director:** R Lynch

**Commercial Manager:** Miss L Angus

**Commercial Executive:** Miss L Johnson

**Communications Executive:** S Price

**Director of Participation:** Miss K E Berry

**Event & Operations Manager:** Ms L Poole

**Finance Manager:** J G Keightley

**Membership Secretary:** Miss J Blakesley

**Operations Director:** E Griffiths

**PR Media & Marketing Manager:** S Fletcher

**Head Coach:** SG Law

**Second XI Coach:** A J Coleman

**Head of Youth Cricket:** R Coutts

**Physiotherapist:** P Waxman

**Strength & Conditioning:** A Mitchell

**1st Team Scorer:** D K Shelley

**2nd Team Scorer:** N Smith

**Bankers:** Barclays Bank PLC, Clydesdale Bank PLC

**Auditors:** F&L Corporate Reporting Services Limited

## **TRUSTEES OF MIDDLESEX CRICKET TRUST**

**Chairman:** C F E Goldie **Honorary Treasurer:** R J Goatley

**Trustees:** L Farrant, D F Hiles, D R Holland, P J Lowrey,  
A E Moss, G C Pettet, R V C Robins, A Soni

## **COMMITTEE OF THE SEAXE CLUB**

**President:** A Ashton **Chairman:** M O' Farrell

**Deputy Chairman:** L W Rowland **Honorary Treasurer:** P E J Jackson

**Secretary:** Mrs E Knight **Committee:** S G Baldwin, Miss B M Buxton,  
G Birkwood, K Macrae, A D Seth Smith **Hon Vice President:** G W Norris

# CONTENTS

- 1 CHAIRMAN'S STATEMENT
- 3 EXECUTIVE BOARD MEMBERS' REPORT
- 6 INDEPENDENT AUDITORS' REPORT
- 9 STATEMENT OF COMPREHENSIVE INCOME
- 10 STATEMENT OF FINANCIAL POSITION
- 11 STATEMENT OF CHANGES IN EQUITY
- 12 STATEMENT OF CASH FLOWS
- 14 NOTES TO THE FINANCIAL STATEMENTS
- 28 DETAILED ACCOUNTS



## CHAIRMAN'S STATEMENT

### FOR THE PERIOD ENDED 30 NOVEMBER 2018

---



**After the joy of the Championship in 2016 and the pain and frustration of relegation in 2017, 2018 became a year of change with some fundamental alterations to the way our Club is run, both in cricketing and overall governance terms.**

Firstly, on the cricket front, our start to life in Division 2 was not as we would have chosen, after a strong victory over Northamptonshire, defeat at Derby in the following four-day match set something of a trend for our season. Three of our fast bowlers fell injured, and our talisman Toby Roland-Jones saw his season ended by a stress fracture, and our cricket was inconsistent throughout the match. Despite a fighting effort, we lost and realised that promotion from Division 2 was going to be a tough proposition. When Steve Finn and Tom Helm were added to our lengthy injury list, the season did not really get going until the

second half and, by then, promotion appeared very unlikely.

By mid-season, it was clear that the Club would need a change of coach for 2019. Richard Scott had been a brilliant servant to the Club and will always be remembered as the coach who restored us back to the peak of the County game for the first time since the Bennett/Gatting years but, after 10 years, the players needed new ideas and a new voice. It is credit to Scotty's quality that he worked with Middlesex Cricket for so long and we wish him well.

For the second half of the season, the 1st XI was marshalled by Richard Johnson on a temporary basis and he did a wonderful job to such an extent that he only narrowly missed out on elevation to the permanent Head Coach's role. Richard decided at the end of the season that his future lay south of the river at Surrey and we wish him every success in the role and thank him for all he did for us.



The Head Coach's role, after an extensive recruitment process, was awarded to Stuart Law. He was the outstanding candidate in the view of all who interviewed him, and he has already made a strong impression on the squad and staff. This truly is a new era on the playing front, and I wish Stuart the best of luck in this challenging time for the game.

The other significant change since last year was the widespread rules changes which

has led to a brand new Board structure, to be implemented in June this year. I am very grateful to the members who voted for your overwhelming support (greater than 98%) for the changes which will enable us to create a new, diverse and fully representative Board this summer. Please use your vote wisely in choosing who will represent you in the coming years.

Behind the scenes, we continue to benefit from magnificent support from our many partners and sponsors. Our partnership with MCC continues to be a very supportive and amicable one and I would like to thank their CEO Guy Lavender and the team of people at the MCC to further enhance this very important relationship.

We enjoy magnificent support from our sponsors, and I must mention Brooks Macdonald who continue their sponsorship of our Championship shirt. This enduring partnership provides the Club with financial strength and a great ally, thank you Brooks for all you do.

On your behalf I thank our Executive Board, some of whom are serving their final months in office, for their continued wisdom and effort. The approach towards the rules changes was of great credit to all of them, and they all continue to have the Club's best interests at heart at all times.

Finally, I must thank you the members. The last two years have been disappointing on the field, but I hope you can see that we are very active in working to arrest this position. Your support is a key part of our future success and I look forward to celebrating with you during the season

**MIKE O'FARRELL**

Chairman | 25 February 2019

# EXECUTIVE BOARD MEMBERS' REPORT

## FOR THE PERIOD ENDED 30 NOVEMBER 2018

---

**The Executive Board Members present their report and the financial statements for the period ended 30 November 2018.**

### PRINCIPAL ACTIVITY

The principal activity of the Club in the year under review was that of a cricket club.

### BUSINESS REVIEW

As has been the case for many years and communicated regularly to members, our bottom line financial results in any one year are largely dictated by the uneven distribution of funds from the ECB to the first-class counties, which in turn reflects the uneven emergence of profits from international matches. 2018 was always going to be difficult, since it represents the nadir in the funding cycle.

On a like-for-like basis, ECB revenues for 2018 were £550k down on 2016 levels and £250k down on 2017. Therefore we are reporting on a rather exceptional year and one in which a significant loss was budgeted for.

Our loss before taxation of £538k is broadly consistent with our internal forecasts. This loss was absorbed through selling down our investment portfolio without the need for raising debt. However within those results, there are always several factors that merit mention where the outturn was not as expected.

On the cricketing front, our players' salaries were higher than budgeted for three reasons. First the loss of Steven Finn's ECB central contract meant he returned to our payroll on a salary worthy of his significant talents. Then for the first time in several years, Eoin Morgan missed out on IPL selection so we did not receive the expected compensation for his absence. To compound this, when Eoin

then broke his hand in pre-season training, we paid for an overseas player (Hilton Cartwright) as cover.

Our other disappointment this year was a drop in membership income of 7%. Reasons for this are hard to pin down but it is likely to be a combination of relegation from the Championship, the lack of weekend cricket and the concentration of four day matches at the two ends of the season. County memberships across the country have been dwindling for some time but, until now, MCCC membership has held firm. To arrest this decline, we have embarked on a sizeable project with our new sponsors JMAN Group who are data analytics experts.

We have however had a significantly stronger year on the sponsorship and hospitality front. Since we revitalised our strategy in 2016, we have managed strong year on year growth and the revenue from our commercial activity increased by £398k from 2017 levels, alongside marketing costs of £97k. We continue to seek more sponsors and to create greater value from our existing deals in what is still a difficult market.

We moved the financial year end from 31 December to 30 November for logistical reasons. Although these figures therefore represent only 11 months' income and expenditure, it has not materially affected the overall result given that December is a financially very quiet month.

The financial outlook is much brighter. In 2019, we will receive £1m as additional income from ECB and from 2020-2024, the figure will be at least £1.3m p.a. thanks to the new £1.1bn TV deal struck with Sky and BBC. These sums will bring their own challenges with likely pressure on player wage inflation



and the need to compete alongside The Hundred, but we are confident that the Club remains on a sound footing.

#### **EXECUTIVE BOARD MEMBERS**

The Executive Board Members who served during the period were:

**M O'Farrell**

**JC Lowe**

**MW Gatting**

**AD Seth Smith**

**AH West**

**RJ Baxter**

**RJ Goatley**

**ARC Fraser**

**D Kendix**

**R Sykes**

**E Villiers**

**Ms T Groves**

The Executive Board Members are responsible for preparing the Executive Board Members' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Executive Board Members to prepare financial statements for each financial year. Under that law the Executive Board Members 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 Executive Board Members 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 Club and



of the profit or loss of the Club for that period.

In preparing these financial statements, the Executive Board Members are required to:

- select suitable accounting policies for the Club'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 Club will continue in business.

The Executive Board Members are responsible for keeping adequate accounting records that are sufficient to show and explain the Club's transactions and disclose with reasonable accuracy at any time the financial position of the Club and to enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014. They are also responsible for safeguarding the assets of the Club and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### **DISCLOSURE OF INFORMATION TO AUDITORS**

Each of the persons who are Executive Board Members at the time when this Executive Board Members' Report is approved has confirmed that:

- so far as the Executive Board Member is aware, there is no relevant audit information of which the Club's auditors are unaware, and
- the Executive Board Member has taken all the steps that ought to have been taken as a Executive Board Member in order to be aware of any relevant audit information and to establish that

the Club's auditors are aware of that information.

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

#### **D KENDIX**

Treasurer & Executive Board Member  
25 February 2019



# INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDERS OF MIDDLESEX COUNTY CRICKET CLUB LIMITED

---

## OPINION

We have audited the financial statements of Middlesex County Cricket Club Limited (the 'Club') for the period ended 30 November 2018, which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Equity and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Club's affairs as at 30 November 2018 and of its loss for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- comply with the requirements of the Co-operative and Community Benefit Societies Act 2014.

## BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Club in accordance with

the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



## CONCLUSIONS RELATING TO GOING CONCERN

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Executive Board Members' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Executive Board Members have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Club's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## OTHER INFORMATION

The Executive Board Members are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of



the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## OPINION ON OTHER MATTERS PRESCRIBED BY THE CO-OPERATIVE AND COMMUNITY BENEFIT SOCIETIES ACT 2014

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Chairman's Report and the Executive Board Members' Report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the Chairman's Report and the Executive Board Members' Report have been prepared in accordance with applicable legal requirements.

## MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the Club and its environment obtained in the course of the audit, we have not identified material misstatements in the Chairman's Report or the Executive Board Members' Report.

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Executive Board Members' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## RESPONSIBILITIES OF EXECUTIVE BOARD MEMBERS

As explained more fully in the Executive Board Members' Responsibilities Statement on page 5, the Executive Board Members are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Executive Board Members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Executive Board Members are responsible for assessing the Club's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Executive Board Members either intend to liquidate the Club or to cease operations, or have no realistic alternative but to do so.

## AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error,

and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

## USE OF OUR REPORT

This report is made solely to the Club's members, as a body, in accordance with the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Club's members those matters we are required to state to them in an Auditors' 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 Club and the Club's members, as a body, for our audit work, for this report, or for the opinions we have formed.

### Dominic King ACA

(Senior Statutory Auditor) for and on behalf of  
**F&L Corporate Reporting Services Limited**  
**Chartered Accountants and Statutory Auditors**  
 New Penderel House  
 4th Floor  
 283-288 High Holborn  
 London  
 United Kingdom  
 WC1V 7HP

**Date:** 25 February 2019

## STATEMENT OF COMPREHENSIVE INCOME FOR THE PERIOD ENDED 30 NOVEMBER 2018

	NOTE	30 NOV 2018 £000	31 DEC 2017 £000
Turnover	1	6,150	6050
Cost of Sales		-5,197	-5,284
<b>GROSS PROFIT</b>		<b>953</b>	766
Administration expenses		-1,547	-1,446
Other operating income	5	55	156
<b>OPERATING LOSS</b>	6	<b>-539</b>	-524
Income from fixed assets investments		5	-96
Amounts written off investments		-4	197
<b>LOSS BEFORE TAX</b>		<b>-538</b>	-423
Tax on loss	8	60	44
<b>LOSS FOR THE FINANCIAL PERIOD</b>		<b>-478</b>	-379
<b>OTHER COMPREHENSIVE INCOME FOR THE PERIOD</b>			
Gain on revaluation of property	10	-	180
<b>OTHER COMPREHENSIVE INCOME FOR THE PERIOD</b>		-	180
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>		<b>-478</b>	-199

The notes on pages 14 to 29 form part of these financial statements



## STATEMENT OF FINANCIAL POSITION

### AS AT 30 NOVEMBER 2018

	NOTE	30 NOV 2018 £000	31 DEC 2017 £000
<b>FIXED ASSETS</b>			
Intangible assets	9	66	72
Tangible assets	10	2,021	1,786
Investments	11	3	737
		<b>2,090</b>	<b>2,595</b>
<b>CURRENT ASSETS</b>			
Debtors	12	1,110	1,140
Bank and cash balances		142	10
		<b>1,252</b>	<b>1,150</b>
Creditors: amounts falling due within one year	13	-915	-797
		<b>337</b>	<b>353</b>
<b>NET CURRENT ASSETS</b>			
		<b>2,427</b>	<b>2,948</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
Creditors: amounts falling due after more than one year	14	-83	-66
<b>PROVISIONS FOR LIABILITIES</b>			
Deferred tax	15	-78	-138
		<b>-78</b>	<b>-138</b>
<b>NET ASSETS</b>			
		<b>2,266</b>	<b>2,744</b>
<b>CAPITAL AND RESERVES</b>			
Called up share capital	16	8	8
Profit and loss account		2,258	2,736
		<b>2,266</b>	<b>2,744</b>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

**M O'Farrell | Chairman**  
25 February 2019

**D Kendix | Treasurer & Executive Board Member**  
25 February 2019

*The notes on pages 14 to 29 form part of these financial statements.*



## STATEMENT OF CHANGES IN EQUITY FOR THE PERIOD ENDED 30 NOVEMBER 2018

	CALLED UP SHARE CAPITAL	PROFIT AND LOSS ACCOUNT	TOTAL EQUITY
	£000	£000	£000
<b>AT 1 JANUARY 2017</b>	8	2,935	2,943
<b>COMPREHENSIVE INCOME FOR THE YEAR</b>			
Loss for the year	-	-379	-379
Gain on revaluation of property	-	180	180
<b>AT 1 JANUARY 2018</b>	8	2,736	2,744
<b>COMPREHENSIVE INCOME FOR THE YEAR</b>			
Loss for the period	-	-478	-478
<b>AT 30 NOVEMBER 2018</b>	8	2,258	2,266

## STATEMENT OF CASH FLOWS

### FOR THE PERIOD ENDED 30 NOVEMBER 2018

	30 NOV 2018 £000	31 DEC 2017 £000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Loss for the financial period	-478	-199
<b>ADJUSTMENTS FOR:</b>		
Amortisation of intangible assets	29	19
Depreciation of tangible assets	60	54
Taxation charge	-60	-44
Decrease in debtors	30	26
Increase / (decrease) in creditors	151	-76
Increase in amounts owed to group undertakings	2	-
<b>NET CASH GENERATED FROM OPERATING ACTIVITIES</b>	<b>-266</b>	<b>-220</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of intangible fixed assets	-23	-40
Revaluation of tangible fixed assets	-	-180
Purchase of tangible fixed assets	-294	-
Revaluation of listed investments	3	-87
Sale of listed investments	731	637
<b>NET CASH FROM INVESTING ACTIVITIES</b>	<b>417</b>	<b>330</b>
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>151</b>	<b>110</b>
Cash and cash equivalents at beginning of period	-9	-119
<b>CASH AND CASH EQUIVALENTS AT THE END OF PERIOD</b>	<b>142</b>	<b>-9</b>
<b>CASH AND CASH EQUIVALENTS AT THE END OF PERIOD COMPRISE:</b>		
Cash at bank and in hand	142	10
Bank overdrafts	-	-19
	<b>142</b>	<b>-9</b>

*The notes on pages 14 to 29 form part of these financial statements.*





# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE PERIOD ENDED 30 NOVEMBER 2018

---

### 1. GENERAL INFORMATION

Middlesex County Cricket Club Limited is a private company limited by shares, domiciled and incorporated in England and Wales. The registered office is Lord's Cricket Ground, London, NW8 8QN. The financial statements will be filed with the Mutuals Public Register.

These financial statements have been prepared for the period from the 1 January 2018 to 30 November 2018, as a result the comparative figures are not entirely comparable.

### 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.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also

requires management to exercise judgement in applying the Club's accounting policies (see note 3).

The following principal accounting policies have been applied:

#### 2.2 Turnover

Turnover is recognised to the extent that it is probable that the economic benefits will flow to the Club and the revenue can be reliably measured. Turnover is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, Value Added Tax and other sales taxes. More specifically, turnover is recognised in respect of the various revenue streams as follows:

ECB turnover represents net invoices raised to the English Cricket Board for fees paid on an annual basis in line with an agreed Memorandum of Understanding. The fees are earned on an accruals basis, based on the performance of the Club in the season. Performance related fee payments earned for the season are recognised in full in the current year.



Ground receipts represents an annual grant from MCC in exchange for gate receipts and merchandise sales at Lord's Cricket Ground. Ground receipts from outground matches are recognised as the cash is collected.

Indoor cricket school turnover represents fees generated from the use of the indoor cricket school facilities net of Value Added Tax. Turnover for the year is recognised as the bookings for use of the school are made.

Membership subscription represents turnover from individuals signing up to be members of the Club net of Value Added Tax. Turnover is recognised for fees earned on signing up for the season in the current year. Prepaid subscriptions are deferred until the following year. Five and ten year memberships are recognised as turnover evenly across the years to which they relate.

Sponsorship represents turnover from our key sponsor net of Value Added Tax. This turnover is recognised for the season in the current year.

Hospitality and events represents turnover from corporate clients using the boxes and associated hospitality venues at Lord's net of Value Added Tax. Turnover is recognised on an invoice basis at the date the hospitality and events are utilised.

### **2.3 Intangible assets**

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years.

The estimated useful lives range as follows:

**Brand development costs** - 5 years

**Website development costs** - 5 years

### **2.4 Tangible fixed assets**

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

The estimated useful lives range as follows:

**Leasehold property improvements** - 10 - 25 years

**Fixtures and fittings** - 5 years

**Cricket ground development** - 5 - 50 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Comprehensive Income.

The Executive Board have decided not to depreciate Freehold Property as the residual value of the buildings at the end of their useful lives is such that annual and cumulative depreciation would be insignificant.

### **2.5 Revaluation of tangible fixed assets**

Individual freehold and leasehold properties are carried at current year value at fair value at the date of the revaluation less any subsequent accumulated depreciation and subsequent



accumulated impairment losses. Revaluations are undertaken with sufficient regularity to ensure the carrying amount does not differ materially from that which would be determined using fair value at the Statement of Financial Position date.

Fair values are determined from market based evidence normally undertaken by professionally qualified valuers.

Revaluation gains and losses are recognised in the Statement of Comprehensive Income unless losses exceed the previously recognised gains or reflect a clear consumption of economic benefits, in which case the excess losses are recognised in profit or loss.

## 2.6 Valuation of investments

Investments in listed company shares are remeasured to market value at each Statement of Financial Position date. Gains and losses on remeasurement are recognised in profit or loss for the period.

## 2.7 Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

## 2.8 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Club's cash management.

## 2.9 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

## 2.10 Foreign currency translation

### Functional and presentation currency

The Club's functional and presentational currency is GBP.

### Transactions and balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date

of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

### **2.11 Operating leases: the Club as lessee**

Rentals paid under operating leases are charged to the Statement of Comprehensive Income on a straight line basis over the lease term.

### **2.12 Pensions**

#### **Defined contribution pension plan**

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

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the Club in independently administered funds.

The Club participates in the ECB pension scheme for the playing staff and also has a discretionary defined contribution scheme, which is open to non-playing staff. The Club pays a defined amount into the pension scheme for eligible staff. The pension charge represents contributions payable by the Club for the year. The Club's liability is limited to the amount of the contribution.

### **2.13 Current and deferred taxation**

The tax expense for the period comprises current and deferred tax. Tax is recognised in the Statement of Comprehensive Income, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Club operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the Statement of Financial Position date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

## **3. JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY**

Fixed assets are depreciated and amortised over their useful lives taking into account residual values where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing the asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual values consider such things as future market conditions, the remaining life of the asset and projected disposal values.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 NOVEMBER 2018

4. TURNOVER	30 NOV 2018 £000	31 DEC 2017 £000
ECB income	2,780	3,100
Ground receipts	700	663
Indoor cricket school	88	100
Membership subscriptions	925	996
Sponsorships	305	285
Hospitality and events	1,352	906
	<b>6,150</b>	<b>6,050</b>
5. OTHER OPERATING INCOME		
Other income	51	142
Donations received	4	14
	<b>55</b>	<b>156</b>
6. OPERATING LOSS		
The operating loss is stated after charging:		
Depreciation of tangible fixed assets	60	54
Amortisation of intangible assets	29	19
Fees payable to the Club's auditor and its associates for the audit of the Club's annual financial statements	22	22
Defined contribution pension cost	207	196
	<b>207</b>	<b>196</b>
7. EMPLOYEES		
Staff costs were as follows:		
Wages and salaries	2,875	3,012
Social security costs	378	376
Cost of defined contribution scheme	206	196
	<b>3,459</b>	<b>3,584</b>



The remuneration for the period of key management personnel was £427,551 (2017: £452,623).

The amount of wages and salaries paid to the highest paid Executive Board Member amounted to £154,660 (2017: £171,473). The pension contributions paid on behalf of this Member were £13,683 (2017: £15,167).

The average monthly number of employees, including employees who are Executive Board Members, during the period was as follows:

	<b>30 NOV 2018 No.</b>	<b>31 DEC 2017 No.</b>
Employees	<b>76</b>	<b>76</b>

## 8. TAXATION

	<b>30 NOV 2018 £000</b>	<b>31 DEC 2017 £000</b>
<b>DEFERRED TAX</b>		
Origination and reversal of timing differences	<b>-60</b>	-25
Prior year adjustment	-	-19
<b>TOTAL DEFERRED TAX</b>	<b>-60</b>	<b>-44</b>
<b>TAXATION ON PROFIT / (LOSS) ON ORDINARY ACTIVITIES</b>	<b>-60</b>	<b>-44</b>

### FACTORS AFFECTING TAX CHARGE FOR THE PERIOD/YEAR

The tax assessed for the period/year is the same as (2017 - higher than) the standard rate of corporation tax in the UK of 19.25% (2017 - 19.25%). The differences are explained below:

Loss on ordinary activities before tax	<b>-538</b>	-423
Loss on ordinary activities multiplied by standard rate of corporation tax in the UK of 19.25% (2017 - 19.25%)	<b>-102</b>	-81

<b>EFFECTS OF:</b>	<b>30 NOV 2018 £000</b>	<b>31 DEC 2017 £000</b>
Expenses not deductible for tax purposes, other than goodwill amortisation and impairment	20	54
Short term timing differences leading to an increase in taxation	82	27
Other differences leading to an increase (decrease) in the tax charge	-60	-25
Prior year adjustment	-	-19
<b>TOTAL TAX CHARGE FOR THE YEAR</b>	<b>-60</b>	<b>-44</b>

<b>9. INTANGIBLE ASSETS</b>	<b>BRAND DEVELOPMENT £000</b>	<b>DEVELOPMENT EXPENDITURE £000</b>	<b>TOTAL £000</b>
<b>COST</b>			
At 1 January 2018	117	22	139
Additions – internal	23	-	23
At 30 November 2018	140	22	162
<b>AMORTISATION</b>			
At 1 January 2018	46	21	67
Charge for the year	28	1	29
At 30 November 2018	74	22	96
<b>NET BOOK VALUE</b>			
At 30 November 2018	66	-	66
At 31 December 2017	71	1	72

<b>10. TANGIBLE FIXED ASSETS</b>	<b>FREEHOLD PROPERTY £000</b>	<b>LONG TERM LEASEHOLD PROPERTY £000</b>	<b>LEASEHOLD PROPERTY IMPROVEMENT £000</b>	<b>FIXTURES AND FITTINGS £000</b>	<b>CRICKET GROUND DEVELOPMENT £000</b>	<b>TOTAL £000</b>
<b>COST OR VALUATION</b>						
At 1 January 2018	563	850	145	527	470	2,555
Additions	-	240	-	54	-	294
At 30 November 2018	563	1,090	145	581	470	2,849



	FREEHOLD PROPERTY	LONG TERM LEASEHOLD PROPERTY	LEASEHOLD PROPERTY IMPROVEMENT	FIXTURES AND FITTINGS	CRICKET GROUND DEVELOPMENT	TOTAL
	£000	£000	£000	£000	£000	£000
<b>DEPRECIATION</b>						
At 1 January 2018	-	-	75	527	166	768
Charge for the period on owned assets	-	-	24	12	24	60
At 30 November 2018	-	-	99	539	190	828
<b>NET BOOK VALUE</b>						
At 30 November 2018	563	1,090	46	42	280	2,021
At 31 December 2017	563	850	70	-	304	1,787

The Executive Board has decided not to depreciate Freehold Property as the residual value of the buildings at the end of their useful lives is such that annual and cumulative depreciation would be insignificant.

If the land and buildings had not been included at valuation they would have been included under the historical cost convention as follows:

	30 NOV 2018 £000	31 DEC 2017 £000
Cost	670	670
<b>NET BOOK VALUE</b>	<b>670</b>	<b>670</b>

The Executive Board would have considered annual and cumulative amortisation to be insignificant to the residual value of the buildings at the end of their useful lives.



11. **FIXED ASSET INVESTMENTS**

**LISTED INVESTMENTS**

£000

**COST OR VALUATION**

At 1 January 2018	737
Disposals	-731
Revaluations	-3
At 30 November 2018	3

**SUBSIDIARY UNDERTAKING**

The following was a subsidiary undertaking of the Club:

**Name:** Tendulkar Middlesex Global Academy Limited

**Class:** Ordinary

**Holding:** 100%

**Registered Office:** New Penderel House, 4th Floor 283-288 High Holborn, London WC1V 7HP

On 12 February 2018, Middlesex County Cricket Club Limited, subscribed for 100% of the share capital, with a value of £2 of a subsidiary company, registered in England and Wales.

12. **DEBTORS**

30 NOV 31 DEC  
2018 2017  
£000 £000

Trade debtors	191	233
Other debtors	262	244
Prepayments and accrued income	657	663
	1,110	1,140

13. **CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

30 NOV 31 DEC  
2018 2017  
£000 £000

Bank overdrafts	-	19
Trade creditors	454	115
Amounts owed to group undertakings	2	-
Corporation tax	7	7
Other taxation and social security	343	523
Other creditors	2	2
Accruals and deferred income	107	131
	915	797

<b>14. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR</b>	<b>30 NOV 2018 £000</b>	<b>31 DEC 2017 £000</b>
Accruals and deferred income	<b>83</b>	<b>66</b>
	<b>83</b>	<b>66</b>

The amounts due after more than one year relate to five and ten year memberships received in full as per accounting policy 2.2.

<b>15. DEFERRED TAXATION</b>	<b>2018 £000</b>
At beginning of year	<b>-138</b>
Charged to profit or loss	<b>-</b>
Utilised in year	<b>60</b>
<b>AT END OF YEAR</b>	<b>-78</b>

The provision for deferred taxation is made up as follows:	<b>30 NOV 2018 £000</b>	<b>31 DEC 2017 £000</b>
Accelerated capital allowances	<b>-3</b>	<b>-1</b>
Tax losses carried forward	<b>242</b>	<b>164</b>
Revaluation of tangible assets	<b>-322</b>	<b>-282</b>
Unpaid employer pension accrual	<b>5</b>	<b>-</b>
Fair value tangible fixed asset investments	<b>-</b>	<b>-19</b>
	<b>-78</b>	<b>-138</b>

<b>16. SHARE CAPITAL</b>	<b>30 NOV 2018 £000</b>	<b>31 DEC 2017 £000</b>
<b>ALLOTTED, CALLED UP AND UNPAID</b>		
8,000 (2017 - 8,000) Ordinary shares of £1.00 each	<b>8</b>	<b>8</b>

## 17. PENSION COMMITMENTS

The Club participates in the ECB Pension Scheme for the playing staff. The assets of the scheme are held separately from those of the Club in an independently administered fund. Scheme members and the Club's contributions are dependent upon the age of the members. For members the contribution rate is 5% and the Club's contribution rate is 10%.

The Club also has a discretionary defined contribution scheme which is open to non-playing staff. The Club's contribution ranges between 10% and 15%.

Pension costs are charged to the Income Statement when incurred.

## 18. COMMITMENTS UNDER OPERATING LEASES

At 30 November 2018 the Club had future minimum lease payments under non-cancellable operating leases as follows:

	30 NOV 2018 £000	31 DEC 2017 £000
Not later than one year	-	2
	<u>-</u>	<u>2</u>

At 30 November 2018 the Club had future minimum lease payments under non-cancellable operating leases of land and buildings as follows:

Not later than one year	60	60
Later than one year and not later than five years	60	180
	<u>120</u>	<u>240</u>

## 19. RELATED PARTY TRANSACTIONS

During the period, the Club recharged expenses amounting to £830,397 (2017: £889,881) to Middlesex Cricket Board Limited (MCB). The management teams of the MCB and MCCC have several personnel in common. All recharges were made on a normal trading basis. Included within other debtors, at the balance sheet date, is an amount of £178,582 (2017: £200,895) in relation to expenses recharged during the period.

## 20. POST BALANCE SHEET EVENTS

There were no adjusting events occurring between the end of the reporting period and the date these financial statements were approved.









# DETAILED ACCOUNTS

FOR THE PERIOD ENDED 30 NOVEMBER 2018

---

MIDDLESEX COUNTY CRICKET CLUB LIMITED



## DETAILED PROFIT AND LOSS ACCOUNT FOR THE PERIOD ENDED 30 NOVEMBER 2018

	30 NOV 2018 £000	31 DEC 2017 £000
Turnover	6,150	6,050
Cost of sales	-5,198	5,284
<b>GROSS PROFIT</b>	<b>952</b>	<b>766</b>
Other operating income	55	156
<b>LESS: OVERHEADS</b>		
Administration expenses	-1,546	-1,446
<b>OPERATING LOSS</b>	<b>(539)</b>	<b>(524)</b>
Investment income	1	101
Tax on profit on ordinary activities	-	44
<b>(LOSS)/PROFIT FOR THE YEAR</b>	<b>-538</b>	<b>-379</b>
	30 NOV 2018 £000	31 DEC 2017 £000
<b>TURNOVER</b>		
ECB income	2,780	3,100
Ground receipts	700	663
Indoor cricket school	88	100
Membership subscriptions	925	996
Sponsorship	305	285
Hospitality and events	1,352	906
	<b>6,150</b>	<b>6,050</b>

	30 NOV 2018 £000	31 DEC 2017 £000
<b>COST OF SALES</b>		
Cricketers wages	2,417	2,580
National insurance	325	326
Staff pension costs - defined contribution scheme	137	150
Outground costs	179	233
Indoor school expenses	141	110
Hospitality and events	716	602
Other cricket expenses	1,111	1,116
Sponsorship expenses	93	89
Membership expenses	79	78
	<b>5,198</b>	<b>5,284</b>

	30 NOV 2018 £000	31 DEC 2017 £000
<b>OTHER OPERATING INCOME</b>		
Other income	51	142
Donations received	4	14
	<b>55</b>	<b>156</b>



	30 NOV 2018 £000	31 DEC 2017 £000
<b>ADMINISTRATION EXPENSES</b>		
Staff salaries	458	432
Staff national insurance	53	50
Staff pension costs - defined contribution schemes	70	46
Junior and recreational cricket expenses	387	393
General office expenses	465	417
Auditors' remuneration	22	22
Depreciation - plant and machinery	60	54
Amortisation - intangible fixed assets	28	19
Investment management fees	3	13
	<b>1,546</b>	<b>1,446</b>

	30 NOV 2018 £000	31 DEC 2017 £000
<b>INVESTMENT INCOME</b>		
Dividends received - listed investments	5	30
Loss/profit on diposal	-4	71
	<b>1</b>	<b>101</b>



Registered Society under the Co-operative and Community Benefit Societies Act 2014



**MIDDLESEX  
CRICKET**

Middlesex Cricket  
Lord's Cricket Ground, London, NW8 8QN

[f facebook.com/MiddlesexCricket](https://www.facebook.com/MiddlesexCricket)

[t @Middlesex\\_CCC](https://twitter.com/Middlesex_CCC)

[i instagram.com/MiddlesexCricket](https://www.instagram.com/MiddlesexCricket)