



**MIDDLESEX
CRICKET**

**ANNUAL REPORT
& FINANCIAL STATEMENTS
AND A.G.M. NOTICE & AGENDA
FOR THE PERIOD ENDED 30 NOVEMBER 2019**

MIDDLESEX COUNTY CRICKET CLUB LIMITED

NOTICE AND AGENDA OF THE ANNUAL GENERAL MEETING 2020

Notice is hereby given that the 156th Annual General Meeting of the Club will be held in the Thomas Lord Suite at Lord's Cricket Ground, London NW8 8QN, on Tuesday 7th April 2020 at 6.00pm for the purpose of transacting the business listed in the Agenda below.

Members will be asked to show a valid 2019 membership card in order to gain admission to the meeting. Attention is drawn to Rule 10.2.1 of the Rules of the Club, which states, Under the Rules of the Club, only Full and Honorary Members may attend, speak and vote at any General Meeting.

March 2020

R J Goatley Chief Executive

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 year ended 30 November 2019.
4. To re-elect the Chairman of the Board.

Proposed by Sir Andrew Strauss OBE and seconded by Mike Selvey that Mike O'Farrell be re-elected as Chairman to the Board.

5. To elect one member to the Board

Proposed by Mike Gatting OBE and Seconded by Beth Morgan that Marilyn Smith be re-elected to the Board

6. To ratify the appointment to the Board of Edward Lord, Richard Sykes and Sasha White
7. To elect a new Honorary Life Vice President.

Proposed by Mike Selvey and seconded by Mike O'Farrell that Beth Louise Morgan be elected as an Honorary Life Vice President.

MIDDLESEX COUNTY CRICKET CLUB 2019

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

IP29864R

LIFE VICE PRESIDENTS

P H Edmonds	HC Latchman	M P Murray	G W Norris	P H Parfitt
C T Radley MBE	R V C Robins	I N Lovett	J C Lowe	

STAFF

Director of Participation KE Berry
Operations Director E Griffiths
Head of Commercial LJ Angus
Head of Events & Operations LA Poole
Head of Marketing & Communications S Fletcher

Administration Support SS Reingold
Business Support Manager HL Baxter
Business Development Executive OH Francis
Committee Host ECP Howes
Commercial Manager R Cook
Commercial Executive LC Johnson
Communications Executive S Price
Events & Hospitality Executive GA West
Finance Manager JG Keightley
Membership Secretary JM Blakesley

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

PRESIDENT

M W W Selvey

BOARD OF DIRECTORS:

Chairman M O'Farrell
Honorary Treasurer D Kendix
Chief Executive R J Goatley
Managing Director of Cricket A R C Fraser MBE
Elected Members
M W Gatting OBE
C F E Goldie
C T Radley MBE
M C Smith
E R Villiers
Independent Directors
C E Lord OBE JP
S N White QC
R J Sykes

County Championship

& One-Day Captain P S P Handscomb
T20 Captain E J G Morgan
Head Coach S G Law OAM
Assistant Coach N Pothas
Assistant Coach A J Coleman
Head of Youth Cricket R Coutts
T20 Bowling Coach A D Mascarenhas
Head Physiotherapist P Waxman
Strength & Conditioning A Mitchell
Psychologist R Thelwell
First Team Scorer D K Shelley
Second Team Scorer N Smith
Club Doctor Isokinetic Medical Group
Bankers Barclays Bank PLC
Auditors F&L Corporate Reporting Services Ltd

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CHAIRMAN'S STATEMENT FOR THE YEAR ENDED 30 NOVEMBER 2019



In my statement last year, I referred to the frustrations and disappointments of 2017 and 2018 and I indicated that 2019 would be a year when, as a club, we would all strive to change the way that Middlesex Cricket was perceived both on and off the field of play.

You will know from my comments in the end-of-year review of my frustrations, which have been shared and articulated widely by Angus, Stuart and the rest of the cricket department. Some of you will have been present at a recent Members lunch when Max Holden and Toby Roland-Jones were very honest about what they felt about last season but even more importantly, what they are focussed on for the coming year. Simply put, both in terms of their own expectations and those of the members, everyone must perform to the best of their ability!

For me, and many listening, it was both humbling and exciting – humbling because again, I was reminded that professional sports people are no different to the rest of us when it comes to human frailties and exciting because I felt that, if the rest of the squad feel as they do, it bodes well for our season .

At the same session, Stuart Law gave us an insight into what he is looking for and, judging by the fact that so many of them have extended their contracts, that vision is one that the players have willingly accepted. There seems to be renewed confidence and sense of purpose.

The objective of this report is usually to focus on financial matters and the Treasurer will cover those in detail in the Directors' Report. I do however, want to draw your attention to some other issues which were not fully covered in the year-end review but which, in my view, will help define and sustain the future of Middlesex Cricket.

Let me start with Tendulkar Middlesex Global Academy, our new subsidiary, which will be covered in detail at the AGM now that the agreement has been signed and simply say that this represents a wonderful opportunity for the future of Middlesex Cricket. Next, the MCC relationship and I am delighted to say that the agreement between us has been signed again and we will continue to work together to ensure that members and spectators can enjoy cricket at such a wonderful ground. All of us at Middlesex Cricket are particularly grateful to Guy Lavender, Jamie Clifford, Robert Ebdon and John Stephenson and the MCC team for all they do to make us feel at home, now more than ever, given the challenges that they face during the reconstruction work.

On the cricket field and away from the first team squad we have 14 cricket disability hubs across Middlesex in schools, colleges and community centres with more than 1800 young people of all disabilities playing every week. During the season, we had 15 players in the English Lions and the full England disability squad.

In women's cricket, Middlesex has rapidly "come of age" with players in U11, U13, U15, U17 (in partnership with Berkshire County Cricket

Club) an Academy and of course, a First Team squad. We had a women's day at Lord's and the first women's county game out in the middle. The 2020 season looks set to continue in the same exciting way and I would like to suggest to members who are looking for skill, excitement, commitment and determination in a way that brings back memories that they should go and watch a game or two.

In recognition of her contribution to women's cricket in Middlesex and generally, the Board unanimously decided to recommend that Beth Morgan be elected as a Life Vice-President at the AGM, which we are sure will have the support of all members in view of her valiant service to the Club.

Now to some other matters closer to home—many of you have expressed views on the new 'Hundred' competition and the impact on access to Lord's for matches. I am not going to restart the debate on that; the decision has been made and, regardless of our own opinions, Middlesex Cricket will do all it can to ensure success for the good of the wider game. However, we also recognise that we need to do even more to make our out-grounds more welcoming during this time so all of them are being assessed to see what more can be done for members. The ECB, when challenged by the First Class Counties (FCC's) have agreed to make funds available for purposes such as this—so hopefully you will see and appreciate the benefits.

We are delighted to welcome to the Board Marilyn Smith, Edward Lord OBE, Clive Radley MBE, and Sasha White QC, along with the return of Chris Goldie. We also record our thanks to Bob Baxter, Tracey Groves, Chris Lowe, Alvan Seth-Smith and Andy West who retired on the formation of the new Board.

Last year, I indicated that in order for Middlesex Cricket to qualify for public funding, we, like all other FCC's had to change our Governance model. I am very pleased to confirm that with your support the new Board



was established in June and the separate committees with membership participation are also all established.

Within the mailing you have recently received is a separate note with details of each committee and its Chair. It is very important for the continued success of Middlesex Cricket that all members feel that these committees represent their interests and urge you all to contact us all on any matters that concern you. It is your club and the Board and these committees are there to act on your behalf as long as the interests of the club are being served.

Finally, let's look forward to the 2020 season, a time of challenge and opportunity. Our players in their words, are very motivated, our partners MCC are working with us, our sponsors old and new are alongside us and most importantly, you, our members are there also reminding us what a great game this is and how important the success of Middlesex Cricket is in reinforcing that message.

MIKE O'FARRELL
Chairman | 2 March 2020

BOARD OF DIRECTORS' REPORT

FOR THE YEAR ENDED 30 NOVEMBER 2019

The Board of Directors' present their report and the financial statements for the year ended 30 November 2019.

PRINCIPAL ACTIVITY

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

An operating loss of £59k in 2019 compared to a loss of £538k in the previous reporting period may look like a significant financial recovery. However these figures still represent a disappointing outturn for the Club against our expectations. In 2019, each county received an additional £1m payment from ECB, largely in respect of the profits from hosting the World Cup. Therefore, all else being equal, this should have helped us deliver a very comfortable six figure profit.

The factor that contributed most to this disappointing result was a sharp drop in the payments made by ECB to reflect international selection of Middlesex players. These payments come in various forms – central and incremental contracts, compensation for missed county matches and rewards for matches played. These are intentionally and appropriately set at a level that encourages and rewards the counties for developing players who progress to represent England in red or white ball matches. Middlesex has benefited from a strong income stream for many years, but in 2019, it was only Eoin Morgan who generated material income for the Club.

Other factors also played their part. Because of the World Cup, we were only able to play four T20 Blast matches at Lord's instead of five. While the out-ground matches all made strong financial contributions, they cannot begin to compensate for the revenues from a

full house at Lord's. Fortunately, MCC have been able to revert to hosting five home Blast matches in 2020, which, in addition to a negotiated increase in the money received, will result in us receiving 25% more income (15% on a like for like basis) from MCC in the coming year. We are continually grateful for their support, particularly in a year when the impact of The Hundred is not yet fully understood. Employing the world's greatest white ball batsman was another one-off cost for 2019 which will not be incurred in the year ahead.

There have been some encouraging financial developments. Hospitality and commercial income has continued to grow, despite a challenging corporate environment due to economic and political uncertainty. This is an area where we will always struggle relative to counties that have their own ground, but has now become an important source of revenue. Membership income has also increased, not from recruiting and retaining individual members but thanks to the successful launch of the Plum Club.

We have continued to invest in new growth areas for the Club. Women's cricket has continued to grow and we have invested a further £40,000 per annum in this very important area. Whilst revenues generated are still negligible, it is crucial that we continue to encourage many more women and girls to play the game. We are also continuing our investment in the Kidzania site at Westfield, White City which continues to flourish, with approximately 50,000 children receiving coaching there each calendar year.

Although the investment portfolio was sold in 2018 to cover that year's loss, we have avoided taking on any debt. With the payments

of £1.3m p.a. to each county in respect of The Hundred now starting, this will further underpin our financial security. Another important financial underpin for the Club is the new County Partnership Agreement with the ECB. This defines the payments to be received in respect of our activities at all levels of the game. Looking further ahead, we have now opened our first Tendulkar Middlesex Global Academy in Navi Mumbai and, as this continues to grow, this should be a sustained and significant source of future income.

BOARD MEMBERS

The Board Members who served during the year were:

M O'Farrell Chairman

D Kendix Treasurer

R J Goatley Chief Executive

A R C Fraser MBE Managing Director of Cricket

M W Gatting OBE

R J Baxter resigned 24 June 2019

C F E Goldie appointed on 24 June 2019

T Groves resigned 24 June 2019

C E Lord OBE JP appointed on 24 June 2019

J C Lowe resigned 24 June 2019

C T Radley MBE appointed 24 June 2019

A D Seth-Smith resigned 24 June 2019

M C Smith appointed on 24 June 2019

R J Sykes Senior Independent Director

E R Villiers

A H West resigned 24 June 2019

S N White QC appointed on 24 June 2019

BOARD OF DIRECTORS' RESPONSIBILITIES STATEMENT

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

Company law requires the Directors of the Board to prepare financial statements for each financial year.

Under that law the Directors of the Board



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 of the Board 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 Directors of the Board 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 Directors of the Board 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 Directors of the Board at the time when this Board of Directors' Report is approved has confirmed that:

- so far as the Board of Directors is aware, there is no relevant audit information of which the Club's auditors are unaware, and
- the Directors of the Board has taken all the steps that ought to have been taken as a Director of the Board 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 & Director
2 March 2020



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 year ended 30 November 2019, 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 2019 and of its loss for the year 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 Board of Directors use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Board of Directors 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 Board of Directors 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.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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
- we have not received all the information and explanations we require for our audit.

RESPONSIBILITIES OF THE BOARD OF DIRECTORS'

As explained more fully in the Board of Directors' Responsibilities Statement, the Board of Directors' 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 Board of Directors' 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 Board of Directors' 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 Board of Directors' 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. This description forms part of our Auditors' Report.

USE OF OUR REPORT

This report is made solely to the Club's members 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 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: 2 March 2020

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 NOVEMBER 2019

	NOTE	30 NOV 2019 £000	PERIOD ENDED 30 NOV 2018 £000
Turnover	4	7,020	6,150
Cost of Sales		-5,465	-5,197
GROSS PROFIT		1,555	953
Administration expenses		-1,643	-1,547
Other operating income	5	29	55
OPERATING LOSS	6	-59	-539
Income from fixed assets investments		-	-5
Loss on investments		-	-4
LOSS BEFORE TAX		-59	-538
Tax on loss	8	21	60
LOSS FOR THE FINANCIAL YEAR / PERIOD		-38	-478
OTHER COMPREHENSIVE INCOME FOR THE YEAR / PERIOD			
Unrealised surplus on revaluation of freehold property	10	112	-
Unrealised deficit on revaluation of leasehold property	10	-90	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR / PERIOD		-16	-478

The notes on pages 14-26 form part of these financial statements



STATEMENT OF FINANCIAL POSITION

AS AT 30 NOVEMBER 2019

	NOTE	2019 £000	2018 £000
FIXED ASSETS			
Intangible assets	9	42	66
Tangible assets	10	2,022	2,021
Investments	11	3	3
		<u>2,067</u>	<u>2,090</u>
CURRENT ASSETS			
Debtors	12	944	1,110
Bank and cash balances		40	142
		<u>984</u>	<u>1,252</u>
Creditors: amounts falling due within one year	13	-687	-915
		<u>297</u>	<u>337</u>
NET CURRENT ASSETS			
		<u>2,364</u>	<u>2,427</u>
Creditors: amounts falling due after more than one year	14	-57	-83
PROVISIONS FOR LIABILITIES			
Deferred tax	15	-57	-78
		<u>-57</u>	<u>-78</u>
NET ASSETS			
		<u>2,250</u>	<u>2,226</u>
CAPITAL AND RESERVES			
Called up share capital	16	8	8
Profit and loss account		2,242	2,258
		<u>2,250</u>	<u>2,266</u>

The financial statements were approved and authorised for issue by the Board and were signed on its behalf by;

M O'Farrell | Chairman
2 March 2020

D Kendix | Treasurer & Director
2 March 2020

The notes on pages 14 to 26 form part of these financial statements.



STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 NOVEMBER 2019

	CALLED UP SHARE CAPITAL	PROFIT AND LOSS ACCOUNT	TOTAL EQUITY
	£000	£000	£000
AT 1 JANUARY 2018	8	2,736	2,744
COMPREHENSIVE INCOME FOR THE PERIOD			
Loss for the period	-	-478	-478
AT 1 DECEMBER 2018	8	2,258	2,266
COMPREHENSIVE INCOME FOR THE YEAR			
(Loss) for the year	-	-38	-38
Surplus on revaluation of freehold property	-	112	112
Deficit on revaluation of leasehold property	-	-90	-90
AT 30 NOVEMBER 2019	8	2,242	2,250

The notes on pages 14 to 26 form part of these financial statements

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 NOVEMBER 2019

	2019	2018
	£000	£000
CASH FLOWS FROM OPERATING ACTIVITIES		
Loss for the financial year	-38	-478
ADJUSTMENTS FOR:		
Amortisation of intangible assets	24	29
Depreciation of tangible assets	55	-60
Taxation charge	-21	-60
Decrease in debtors	166	30
(Decrease) / increase in creditors	-277	151
Increase in amounts owed to groups	23	2
NET CASH GENERATED FROM OPERATING ACTIVITIES	-68	-266
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of intangible fixed assets	-	-23
Purchase of tangible fixed assets	-34	-294
Revaluation of listed investments	-	3
Sale of listed investments	-	731
NET CASH FROM INVESTING ACTIVITIES	-34	417
NET (DECREASE) / INCREASE IN CASH AND CASH EQUIVALENTS	-102	151
Cash and cash equivalents at beginning of year	142	-9
CASH AND CASH EQUIVALENTS AT THE END OF YEAR	40	142
CASH AND CASH EQUIVALENTS AT THE END OF YEAR COMPRISE:		
Cash at bank and in hand	40	142
	40	142

The notes on pages 14 to 26 form part of these financial statements.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD ENDED 30 NOVEMBER 2019

1. GENERAL INFORMATION

Middlesex County Cricket Club Limited is registered as a co-operative and community benefit society, domiciled and incorporated in England and Wales. The registered office is Lord's Cricket Ground, St. John's Wood Road, London, NW8 8QN. The financial statements will be filed with the Financial Conducts Authority's Mutuals Public Register.

The financial statements for the prior period were prepared for the period 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).

On 12 February 2018, Middlesex County Cricket Club Limited, subscribed for 100% of the share capital of a subsidiary company registered in England and Wales (see note 11). As per Section 99 (3) of the Co-operative and Community Benefit Societies Act 2014, the registered society has not presented group accounts as there would be no real value to the Club's members, in view of the insignificant amounts involved.

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 England & Wales 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. PRFP



income earned for the season is 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 out-ground 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 sponsors 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 Board of Directors' 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.

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. Loans payable are intercompany loans. No interest is charged on the loan, which is repayable on demand.

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 year 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 YEAR ENDED 30 NOVEMBER 2019

4. TURNOVER		<i>PERIOD ENDED</i>
	30 NOV 2019	30 NOV 2018
	£000	£000
ECB income	3,260	2,780
Ground receipts	669	700
Indoor cricket school	84	88
Membership subscriptions	1,053	925
Sponsorships	300	305
Hospitality and events	1,654	1,352
	7,020	6,150
5. OTHER OPERATING INCOME		<i>PERIOD ENDED</i>
	30 NOV 2019	30 NOV 2018
	£000	£000
Other income	29	51
Donations received		4
	29	55
6. OPERATING LOSS		<i>PERIOD ENDED</i>
The operating loss is stated after charging:	30 NOV 2019	30 NOV 2018
	£000	£000
Depreciation of tangible fixed assets	55	60
Amortisation of intangible assets	24	29
Fees payable to the Club's auditor and its associates for the audit of the Club's annual financial statements	24	22
Staff pension cost	182	207
7. EMPLOYEES		<i>PERIOD ENDED</i>
Staff costs were as follows:	30 NOV 2019	30 NOV 2018
	£000	£000
Wages and salaries	2,944	2,875
Social security costs	353	378
Staff pension cost	182	206
	3,479	3,459

The remuneration for the period of key management personnel was £409,948 (2018: £427,551).

The amount of wages and salaries paid to the highest paid Director amounted to £158,139 (2018: £154,660). The pension contributions paid on behalf of this Member were £14,000 (2018: £13,683).

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

	30 NOV 2019	PERIOD ENDED 30 NOV 2018
	No.	No.
Employees	86	76

8. TAXATION

	30 NOV 2019	PERIOD ENDED 30 NOV 2018
	£000	£000
DEFERRED TAX		
Origination and reversal of timing differences	2	-60
Prior year adjustment	-23	-
TOTAL DEFERRED TAX	-21	-60
TAXATION ON PROFIT / (LOSS) ON ORDINARY ACTIVITIES	-21	-60

FACTORS AFFECTING TAX CHARGE FOR THE YEAR/PERIOD

The tax assessed for the year is lower than (2018 - higher than) the standard rate of corporation tax in the UK of 19% (2018 - 19%) as set out below:

	30 NOV 2019	PERIOD ENDED 30 NOV 2018
	£000	£000
Loss on ordinary activities before tax	-59	-538
Loss on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2018 - 19%)	-11	-102
EFFECTS OF:		
Expenses not deductible for tax purposes, other than goodwill amortisation and impairment	13	20
Short term timing difference leading to an increase (decrease) in taxation	-6	82
Other timing differences leading to an increase (decrease) in taxation	-17	-60
TOTAL TAX CHARGE FOR THE YEAR/PERIOD	-21	-60



9. INTANGIBLE ASSETS

	BRAND DEVELOPMENT £000	DEVELOPMENT EXPENDITURE £000	TOTAL £000
COST			
At 1 December 2018	140	22	162
At 30 November 2019	140	22	162
AMORTISATION			
At 1 December 2018	74	22	96
Charge for the year	24	-	24
At 30 November 2019	98	22	120
NET BOOK VALUE			
At 30 November 2019	42	-	42
At 30 November 2018	66	-	66

10. TANGIBLE FIXED ASSETS

	FREEHOLD PROPERTY £000	LONG-TERM LEASEHOLD PROPERTY £000	LEASEHOLD PROPERTY IMPROVEMENTS £000	FIXTURES AND FITTINGS £000	CRICKET GROUND DEVELOPMENT £000	TOTAL £000
COST OR VALUATION						
As 1 December 2018 (as restated)	563	850	385	581	470	2,849
Additions	-	-	-	34	-	34
Revaluations	112	-90	-	-	-	22
At 30 November 2019	675	760	385	615	470	2,905

	FREEHOLD PROPERTY	LONG-TERM LEASEHOLD PROPERTY	LEASEHOLD PROPERTY IMPROVEMENTS	FIXTURES AND FITTINGS	CRICKETGROUND DEVELOPMENT	TOTAL
	£000	£000	£000	£000	£000	£000
DEPRECIATION						
At 1 December 2018	-	-	99	539	190	828
Charge for the year on owned assets	-	-	24	19	12	55
At 30 November 2019	-	-	123	558	202	883
NET BOOK VALUE						
At 30 November 2019	675	760	262	57	268	2,022
At 30 November 2018	563	850	286	42	280	2,021

The Board of Directors 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.

The freehold property was revalued on 31 December 2019. The Directors considered it appropriate to reflect this revaluation in the most recent financial statements due to the subsequent disposal of the property (see note 20). The property was valued at £760,000, previously £850,000.

The leasehold property was revalued on 31 December 2019. The Directors considered it appropriate to reflect this revaluation in the most recent financial statements. The property was valued at £760,000, previously £850,000

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

An amount of £240,000 has been reclassified as at 1 December 2018 from long-term leasehold property to leasehold property improvements

	2019	2018
	£000	£000
Cost	670	670
NET BOOK VALUE	670	670

The Board of Directors 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 December 2018

3

At 30 November 2019

3**SUBSIDIARY UNDERTAKING**

The following was a subsidiary undertaking of the Club:

Name: Tendulkar Middlesex Global Acadmey LTD
Registered Office: New Penderel House, 4th Floor 283-288 High Holborn,
London WC1V 7HP
Class of shares: Ordinary
Holding: 100%

12. DEBTORS**2019** 2018
£000 £000

Trade debtors	303	191
Other debtors	210	262
Prepayments and accrued income	431	657
	944	1,110

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**2019** 2018
£000 £000

Trade creditors	265	454
Amounts owed to group undertakings	25	2
Corporation tax	-	7
Other taxation and social security	273	343
Other creditors	52	2
Accruals and deferred income	72	107
	687	915

14. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	2019	2018
	£000	£000
Accruals and deferred income	<u>57</u>	<u>83</u>
	57	83

The amounts due after more than one year relate to five and ten year memberships received in full during the year.

15. DEFERRED TAXATION	2019	
	£000	
At beginning of year		-78
Utilised in year		21
AT END OF YEAR		<u>-57</u>

The provision for deferred taxation is made up as follows:	2019	2018
	£000	£000
Accelerated capital allowances	-3	-3
Tax losses carried forward	199	242
Revaluation of tangible assets	-253	-322
Unpaid employer pension accrual	-	5
	<u>-57</u>	<u>-78</u>

16. SHARE CAPITAL	2019	2018
	£000	£000
ALLOTTED, CALLED UP AND UNPAID		
8,000 (2018 - 8,000) Ordinary shares of £1.00 each	<u>8</u>	<u>8</u>

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 2019 the Club had future minimum lease payments under non-cancellable operating leases as follows:

	2019	2018
	£000	£000
Not later than one year	120	120
Later than one year and not later than five years	20	140
	140	260

19. RELATED PARTY TRANSACTIONS

During the period, the Club recharged expenses amounting to £972,308 (2018: £829,397) 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 £200,589 (2018: £178,582) in relation to expenses recharged during the period.

20. FINANCIAL INSTRUMENTS

The Club has exposure to two main areas of risk – liquidity risk and cash flow risk. The Club has established a risk and financial management framework whose primary objectives are to protect the Club from events that hinder the achievement of its performance objectives. The objectives aim to limit undue counterparty exposure, ensure sufficient working capital exists and to monitor the management of risk.

Exposure to price, credit, liquidity and cash flow risk:

The Club's principal financial instruments comprise bank balances, trade creditors, trade debtors and lease arrangements. The main purpose of these instruments is to finance the Club's operations. Due to the nature of the financial instruments used by the Club there is no exposure to price risk, for example in respect of fluctuations in commodity or equity prices. The Club's approach to managing other risks applicable to the financial instruments concerned is as follows:

Liquidity risk is the risk that the Club will encounter difficulty in meeting its financial obligations as they fall due. The Club's objective in managing liquidity risk is to ensure that this does not arise. Having assessed future cash flow requirements the club expects to be able to meet its financial obligations through the cash flows from its operating activities, leasehold and freehold property sales.

21. POST BALANCE SHEET EVENTS

On 31 January 2020, the Club sold leasehold property for the value of £760,000. This was considered an adjusting event and an adjustment was made to revalue the property accordingly (as detailed in note 10).

There were no other adjusting or non-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 2019

MIDDLESEX COUNTY CRICKET CLUB LIMITED

DETAILED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 30 NOVEMBER 2019

	2019	<i>PERIOD ENDED</i> 30 NOV 2018
	£000	£000
Turnover	7,020	6,150
Cost of sales	-5,464	-5,198
GROSS PROFIT	1,556	952
Other operating income	29	55
Administration expenses	-1,644	-1,546
OPERATING LOSS	-59	-539
Investment income	-	1
Tax on loss	21	60
LOSS FOR THE YEAR/PERIOD	-38	-478
	2019	2018
	£000	£000
TURNOVER		
ECB income	3,260	2,780
Ground receipts	669	700
Indoor cricket school	84	88
Membership subscriptions	1,052	925
Sponsorship	300	305
Hospitality and events	1,655	1,352
	7,020	6,150

	2019	2018
	£000	£000
COST OF SALES		
Cricketers' wages	2,458	2,417
National insurance	294	325
Staff pension costs	137	137
Out-ground costs	227	179
Indoor school expenses	176	141
Hospitality and events	875	716
Other cricket expenses	1,184	1,111
Sponsorship expenses	39	93
Membership expenses	74	79
	5,464	5,198

	2019	2018
	£000	£000
OTHER OPERATING INCOME		
Other income	29	51
Donations received	-	4
	29	55

	2019	2018
	£000	£000
ADMINISTRATION EXPENSES		
Staff salaries	486	458
Staff national insurance	59	53
Staff pension costs	45	70
Junior and recreational cricket expenses	407	387
General office expenses	544	465
Auditors' remuneration	24	22
Depreciation - leasehold property improvements	24	24
Depreciation - fixtures and fittings	19	12
Depreciation - cricket ground development	12	24
Amortisation - intangible fixed assets	24	28
Investment management fees	-	3
	1,644	1,546

INVESTMENT INCOME

Dividends received - listed investments

Loss on disposal of listed investments

2019	2018
£000	£000

-	5
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-	-4
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-	1
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Registered Society under the Co-operative and Community Benefit Societies Act 2014



**MIDDLESEX
CRICKET**

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

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