



MIDDLESEX
CRICKET

**ANNUAL REPORT
& FINANCIAL STATEMENTS
AND A.G.M. NOTICE & AGENDA
FOR THE PERIOD ENDED 30 NOVEMBER 2020**

MIDDLESEX COUNTY CRICKET CLUB LIMITED

NOTICE AND AGENDA OF THE ANNUAL GENERAL MEETING 2021

Notice is hereby given that the 157th Annual General Meeting of the Club will be held virtually, on Monday 24 May 2021 at 6.00pm for the purpose of transacting the business listed in the Agenda below.

Unfortunately, due to the complexities of finding a suitable venue under the Government COVID guidelines and the Club not being able to plan with any certainty that the AGM can be held with members present under step 3 of the Government's road map out of lockdown, the Board of Directors have taken the decision to hold the 2021 AGM virtually.

The Club will be making the Annual General Meeting available to members to watch via the Members hub, **and members are invited to send in questions and put forward any other business in advance, by emailing events@middlesexccc.com BEFORE 17th May 2021.** We will be unable to take any live questions from members watching virtually.

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 2021

R J Goatley Chief Executive

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 2020.
 4. To re-elect one member of the Board. Proposed by Mike O'Farrell and seconded by David Kendix that Clive Radley be re-elected to the Board for a three-year term.
 5. To ratify the re-appointment of one independent member of the Board. Proposed by Mike O'Farrell and seconded by David Kendix that Sasha White QC be re-appointed to the Board for a three-year term.
 6. To temporarily suspend Rule 18.2 (that The President shall serve for a term of two years and not be eligible for re-election) and to invite Mike Selvey to continue as President for one further term.
 7. To appoint the auditors and to authorise the Executive Board to determine their remuneration under Rule 22.10.6
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MIDDLESEX COUNTY CRICKET CLUB 2020

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

INDEPENDENT AUDITORS ZEDRA Corporate Reporting Services (UK) Limited (formerly F&L Corporate Reporting Services Limited)

BANKERS Barclays Bank PLC

LIFE VICE PRESIDENTS

P H Edmonds

HC Latchman

BL Morgan

M P Murray

G W Norris

P H Parfitt C T

CT Radley MBE

R V C Robins

I N Lovett

J C Lowe

STAFF (1 DEC 2019 - 30 NOV 2020)

Board Advisor A Cornish

Director of Participation KE Berry

Operations Director E Griffiths

Finance Manager JG Keightley

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

Committee Host ECP Howes

Commercial Manager R Cook

Communications & Digital Marketing Executive LC Johnson

Events & Hospitality Executive GA West

Membership Secretary JM Blakesley

Social Media Executive OH Francis

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, G C Pettet, R V C Robins, A Soni

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

R J Sykes (Senior Independent Director)

S N White QC

Bob Willis Trophy Captain S S Eskinazi

T20 Captain S T Finn

Head Coach S G Law OAM

Assistant Coach N Pothas

Assistant Coach A J Coleman

Head of Youth Cricket R Coutts

Head Physiotherapist P Waxman

Strength & Conditioning A Mitchell

Psychologist R Thelwell

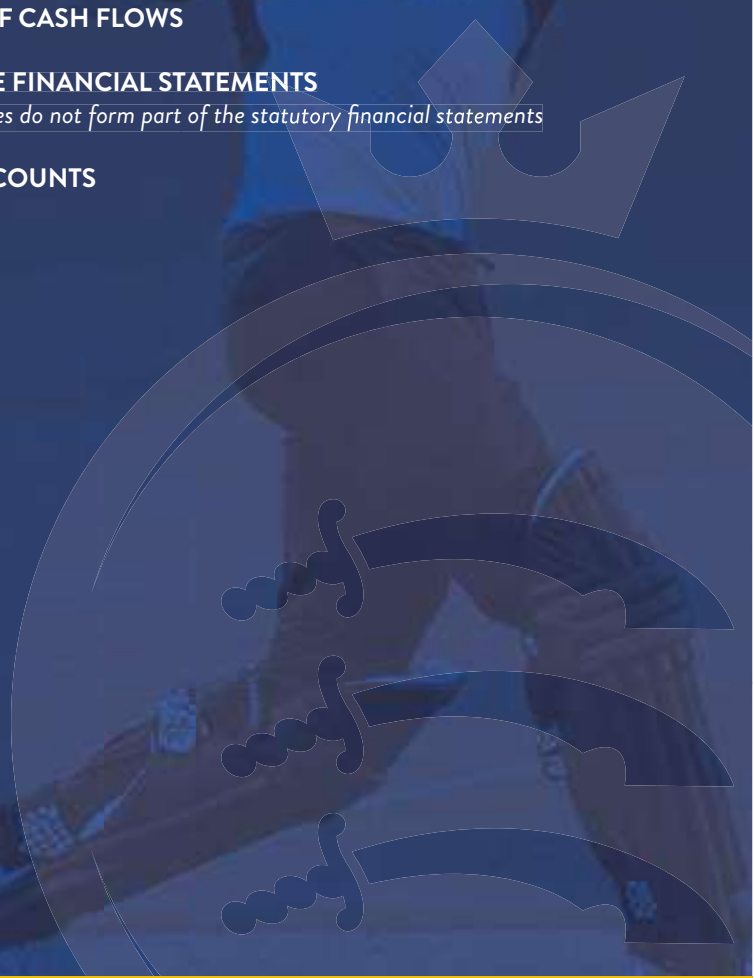
First Team Scorer D K Shelley

Second Team Scorer N Smith

Club Doctor Dr Phil Batty

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CHAIRMAN'S STATEMENT FOR THE YEAR ENDED 30 NOVEMBER 2020



In last year's report to you all, I indicated that this was a time of change at Middlesex as we sought to improve our results on and off the field. Little did we know that 2020 would be a year unlike any other, which would present huge challenges to the world and to our game.

The COVID-19 pandemic has been a reality check for us all which has led to a complete revision of all our plans and the need for a wide range of contingent strategies to ensure that cricket amongst all professional sport and Middlesex Cricket in particular survives the crisis and puts itself in the best position possible for moving forward.

The financial analysis of the Club is in the Directors' Report but suffice to say that we have suffered a crippling loss of income which has only been partly mitigated through excellent support from the ECB and the various government schemes devised to help suffering businesses.

Many of these issues persist into 2021 and we continue to exercise great caution over our financial position, but I can report that despite the many challenges, I believe that we are in a strong position to weather the storm and can face the future with some optimism.

We are very aware that we are able to do this in spite of the fact that there was no live cricket to watch, because the vast majority of our members did not ask for a refund but continued to offer financial support in this manner.

In addition, many of you contacted us with suggestions, offers of help and messages of support which were really appreciated. It is a remarkable tribute to your loyalty that you did all this and that so many of you have already renewed your membership for 2021 and further, have supported the package of incentives we assembled for members. Your support has been outstanding and that is for me what makes this Club great!

There is much to be optimistic about in the coming season; we have spent a considerable portion of the offseason with a root and branch review of our cricket performance and as a result have made significant improvements to our operations which I believe will show future benefit.

We have rewritten and further developed the Club strategy with the help of the players and staff, and I look forward to presenting that to all members in the coming months. This will cover all aspects of Middlesex Cricket including the challenge of diversity and inclusion at all levels.



There are two other areas that I would single out. The first is the governing body of our game, the ECB, which has done so much in the last year to sustain the game and indeed help some parts of the game to survive.

The second organisation I would like to acknowledge is MCC, our partners at Lords who have spent the time, not in frustration, but expanding, developing, and refurbishing the “home of cricket”, and I hope that as many of you as possible will soon be able to appreciate what has been achieved.

Finally, many of you will have seen the statement Middlesex Cricket made recently about the administrative error that was made with regard to pension contributions to current employees of the Club (players and

administrative staff) and former employees, and the corrective action that has been taken. The Board of Directors has taken collective responsibility for this and has confirmed that all those individuals involved will suffer absolutely no loss. Full reparation is being made and all involved have collaborated in this process.

It has been an awful challenging and extraordinary year. Thank you for all you have done, and I look forward, like you, for the opportunity to appreciate all that is so good about our club and the game we love.

MIKE O'FARRELL
Chairman | 26 March 2021

BOARD OF DIRECTORS' REPORT

FOR THE YEAR ENDED 30 NOVEMBER 2020

The Board of Directors present their report and the financial statements for the year ended 30 November 2020.

PRINCIPAL ACTIVITY

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

BUSINESS REVIEW

It is unlikely that the Club, in its 157-year history, has previously experienced an existential threat such as that posed by the pandemic in 2020. While the danger may have receded, it will not have truly passed until crowds can safely return to English cricket grounds.

During the year, we lost all of our anticipated ground receipts and indoor school rental income (2019: £753k), almost all of the expected hospitality and sponsorship profits (2019: £1,041k) and around a quarter of our membership subscriptions (£265k). This totals more than £2m of losses. Fortunately, nearly three quarters of this loss was covered: cricket expenses fell by £871k through not employing overseas cricketers and by staging far fewer matches, while £562k was received from the government's furlough scheme. Thus the overall annual loss of £516k, while clearly a significant hit in a normal year, is an outcome rather better than it might have been.

The Club is one of the very few first-class counties not to have any debt to service. This is not down to any superior cost management but more reflects the lack of physical assets that could be offered as security to a lender. This places greater pressure on us to manage our cashflow carefully so as to ensure that the lumpy inflows of revenue from membership, hospitality and ticket sales can cover the more regular expenses of salary

and administration.

As explained in the accounts, unless the return to full crowds happens at the earliest possible date, we are anticipating a cashflow shortfall during the season. Fortunately, we have sufficient mitigation options to see us through the next 12 months. We will still need to keep a very tight rein on costs for at least another year which will mean, as in 2020, a greater reliance on fielding home grown talent.

Payments from ECB in 2020 reflect the first tranche of the promised £1.3m p.a. for The Hundred, even though its launch was delayed a year. It also includes a sum of £414k in respect of the costs of setting up and running The Sunrisers, the professional women's team covering Middlesex, Essex and Northamptonshire. The total ECB income represented more than three quarters of total turnover for the year, with the majority of the balance being 2020 membership subscriptions.

In this context, the decision not to offer refunds to members in 2020 but instead to offer a series of loyalty rewards for 2021, can be seen as unavoidable. The going concern opinion would have looked very different without the £787k paid as membership subscriptions.

Although very few home matches were played in 2020, the cost of staging them in accordance with the COVID regulations applicable for elite sport, was far higher than normal. Such additional costs are expected still to be incurred at least during the early months of the coming season. Similarly, the provision of live online coverage for our members was a significant unplanned expense and one that will again be met this year, at least for as long as our members are unable to attend in person.

The Tendulkar Middlesex Global Academy was also forced to close its doors, but development work continued behind the scenes and we still believe this can be a sustained and significant source of future income.

In January 2021, we identified a historical clerical error relating to the payment of pension contributions. Work is ongoing to ensure that any shortfalls are identified and that anyone affected is placed back in the position they would otherwise have been. Because the issue dates back several years, the cost of providing for these shortfalls has largely been accounted for as a prior year adjustment in the financial statements as explained in Note 20. The year-end balance sheet reflects the total liabilities although the actual payments to settle these liabilities are being made in the current financial year.

BOARD OF DIRECTORS

The Directors 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
C F E Goldie
C E Lord OBE JP
C T Radley MBE
M C Smith
R J Sykes (Senior Independent Director)
E R Villiers
S N White QC

DIRECTORS' RESPONSIBILITIES STATEMENT

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

Co-operative and Community Benefit Societies Act 2014 requires the Board of



Directors to prepare financial statements for each financial year. Under that act the Board of Directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. The Board of Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Club and of the profit or loss of the Club for that period.

In preparing these financial statements, the Board of Directors 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 Board of Directors 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 at the time when this Board of Directors' Report is approved has confirmed that:

- so far as the Director is aware, there is no relevant audit information of which the Club's auditors are unaware, and
- the Director has taken all the steps that ought to have been taken as a Director 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
26 March 2021



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 2020, 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 2020 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance 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.

OPINION ON OTHER MATTERS UNDER THE CO-OPERATIVE AND COMMUNITY BENEFIT SOCIETIES ACT 2014

In our opinion, the following continued to apply throughout the year of account:

- the reason given by the Club's Board of Directors in respect of a previous year of account for its subsidiary in note 2.1 to the financial statements to not be dealt with in the financial statements (having been approved by the FCA under section 99, subsection 3); and
- the grounds given by the Club's Board of Directors for that reason.

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:

- proper books of account have not been kept with respect to the Club's transactions and its assets and liabilities in accordance with section 75; or
- books are not kept necessary to give a true and fair view of the Club's affairs or explain its transactions in accordance with section 75; or



- a satisfactory system of control over transactions has not been maintained by the Club in accordance with section 75; 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 Directors' Responsibilities Statement set out on page 3, 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, 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

**ZEDRA Corporate Reporting Services (UK)
Limited Chartered Accountants and Statutory
Auditors**

New Penderel House
4th Floor
283-288 High Holborn
London
United Kingdom
WC1V 7HP

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 NOVEMBER 2020

	NOTE	30 NOV 2020 £000	*AS RESTATED 30 NOV 2019 £000
Income	4	5,137	7,020
Direct costs		-4,881	-5,892
GROSS PROFIT		256	1,128
Administration expenses		-1,288	-1,236
Other operating income	5	562	29
OPERATING LOSS	6	-470	-79
Interest receivable and similar income		1	-
LOSS BEFORE TAX		-469	-79
Tax on loss	8	-47	21
LOSS FOR THE FINANCIAL YEAR		-516	-58
OTHER COMPREHENSIVE INCOME FOR THE YEAR			
Unrealised surplus on revaluation of freehold property		-	112
Unrealised deficit on revaluation of leasehold property		-	-90
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		-516	-36

*See note 20 in relation to prior year adjustments



STATEMENT OF FINANCIAL POSITION

AS AT 30 NOVEMBER 2019

	NOTE	2020 £000	AS RESTATED* 2019 £000
FIXED ASSETS			
Intangible assets	9	18	42
Tangible assets	10	1,251	2,022
Investments	11	3	3
		<u>1,272</u>	<u>2,067</u>
CURRENT ASSETS			
Debtors	12	1,165	944
Bank and cash balances		154	40
		<u>1,319</u>	<u>984</u>
Creditors: amounts falling due within one year	13	-814	-777
		<u>505</u>	<u>207</u>
NET CURRENT ASSETS			
		<u>1,777</u>	<u>2,274</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			
Creditors: amounts falling due after more than one year	14	-45	-57
PROVISIONS FOR LIABILITIES			
Deferred tax	15	-88	-57
Provisions	16	-102	-102
		<u>-190</u>	<u>-159</u>
NET ASSETS			
		<u>1,542</u>	<u>2,058</u>
CAPITAL AND RESERVES			
Called up share capital	17	8	8
Profit and loss account		1,534	2,050
		<u>1,542</u>	<u>2,058</u>

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

M O'Farrell | Chairman
26.03.21

D Kendix | Treasurer & Director
26.03.21

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

** See note 20 in relation to prior year adjustments.*

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 NOVEMBER 2020

	CALLED UP SHARE CAPITAL	PROFIT AND LOSS ACCOUNT	TOTAL EQUITY
	£000	£000	£000
AT 1 DECEMBER 2018 (AS PREVIOUSLY STATED)	8	2,258	2,266
Prior year adjustment (note 20)	-	-172	-172
AT 1 DECEMBER 2018 (AS RESTATED)	8	2,086	2,094
COMPREHENSIVE INCOME FOR THE YEAR			
Loss for the year	-	-58	-58
Surplus on revaluation of freehold property	-	112	112
Deficit on revaluation of leasehold property	-	-90	-90
AT 1 DECEMBER 2019 (AS PREVIOUSLY STATED)	8	2,242	2,250
Accumulated prior year adjustment (note 20)	-	-192	-192
AT 1 DECEMBER 2019 (AS RESTATED)	8	2,050	2,058
COMPREHENSIVE INCOME FOR THE YEAR			
Loss for the year	-	-516	-516
AT 30 NOVEMBER 2020	8	1,534	1,542

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

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 NOVEMBER 2020

	2020 £000	AS RESTATED 2019 £000
CASH FLOWS FROM OPERATING ACTIVITIES		
Loss for the financial year	-516	-58
ADJUSTMENTS FOR:		
Amortisation of intangible assets	24	24
Depreciation of tangible assets	48	55
Taxation charge	47	-21
Decrease / increase in debtors	-221	166
Increase / decrease in creditors	9	-262
Increase in amounts owed to groups	-	23
Increase in provisions	-	5
NET CASH GENERATED FROM OPERATING ACTIVITIES	-609	-68
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of tangible fixed assets	-37	-34
Sale of tangible fixed assets	760	-
NET CASH FROM INVESTING ACTIVITIES	723	-34
NET INCREASE / DECREASE IN CASH AND CASH EQUIVALENTS	114	-102
Cash and cash equivalents at beginning of year	40	142
CASH AND CASH EQUIVALENTS AT THE END OF YEAR	154	40
CASH AND CASH EQUIVALENTS AT THE END OF YEAR COMPRISE:		
Cash at bank and in hand	154	40
	154	40

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



NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD ENDED 30 NOVEMBER 2020

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 nature of the Club's operations are set out in the Directors' Report.

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. ('FRS 102') and the requirements of the Co-operative and Community Benefit Societies Act 2014.

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 the subsidiary is not material for the purpose of giving a true and fair view.

The following principal accounting policies have been applied:

2.2 Going concern

The Club has positive net assets of £1,542k as at 30 November 2020, which has largely been achieved due to the measures put in place by the Board of Directors to protect the financial position of the Club during the global pandemic. Although difficult decisions have been taken during the year, the benefits of the government's Job Retention and VAT Deferral schemes have greatly assisted with the overall financial position of the Club. The Board of Directors have also considered the continuing effects of the COVID-19 pandemic on the future of the Club and its financial performance and position.

Income derived from the England & Wales Cricket Board is secure and represents over half of the annual income generated by the Club.



However, the pandemic removed all ground receipts in 2020 and significantly affected the hospitality and membership income streams. The government announcement made in February 2021 set out a roadmap to lifting restrictions and the Board of Directors are optimistic that sizeable crowds will be able to attend games during the second half of the 2021 season. Attendances at Tests and T20 Blast matches at Lord's will significantly improve the hospitality and ground receipt income performance.

The Board of Directors have prepared prudent cashflow forecasts which shows a negative cash position of £250k by the end of 2021. The facilities available to help management address this shortfall include bank overdrafts, support from the ECB, the mortgage of or potential sale of the Club's house (£675k – see note 10) and support from Marylebone Cricket Club (MCC) in relation to future gate receipts. Furthermore, the Club is optimistic that, following the Supreme Court ruling on 15 January 2021, it will succeed with its claim on its business interruption insurance policy. Once full attendance at games recommences, the Board of Directors are confident that the Club's financial position will be significantly improved and that, for the reasons above, they have sufficient resources to be able to continue to trade through the management of cashflows for a minimum period of 12 months.

2.3 Income

Income 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. Income is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, Value Added Tax and other sales taxes. More specifically, income is recognised in respect of the various revenue streams as follows:

ECB income represents net invoices raised

to the England and 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. Performance Related Fee Payment income earned for the season is recognised in full in the current year.

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

Indoor cricket school income represents fees generated from the use of the indoor cricket school facilities. Income for the year is recognised as the bookings for use of the school are made.

Membership subscription represents income from individuals signing up to be members of the Club. Income 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 income evenly across the years to which they relate.

Sponsorship represents income from our key sponsors. This income is recognised for the season in the current year.

Hospitality and events represents income from corporate clients using the boxes and associated hospitality venues at Lord's. Income is recognised on an invoice basis at the date the hospitality and events are utilised.

2.4 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

2.5 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 profit or loss.

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.

2.6 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 other 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.

2.7 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.

2.8 Debtors

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

2.9 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.

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.

2.10 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.



2.11 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.

2.12 Operating leases: the Club as lessee

Rentals paid under operating leases are charged to profit or loss on a straight line basis over the lease term.

2.13 Pensions

Defined contribution pension plan

The Club participates in the ECB pension scheme 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 profit or loss 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.

2.14 Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in profit or loss, 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.

2.15 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Government grant income represents amounts received under the Coronavirus Job Retention Scheme, amounts are recognised in the period in which the corresponding salary expense is incurred.

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.

During the year, the Board of Directors have made a provision for a liability in relation to underpaid pension contributions. This was based on the estimated future outflow of cash (see note 20).



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 NOVEMBER 2020

4. INCOME	30 NOV 2020	30 NOV 2019
	£000	£000
ECB county partnership agreement fees	3,498	3,211
ECB sunrisers fees	414	-
ECB players' contract and match fees	60	49
Ground receipts	-	669
Indoor cricket school	-	84
Membership subscriptions	787	1,053
Sponsorships	223	300
Hospitality and events	155	1,654
	5,137	7,020
5. OTHER OPERATING INCOME	30 NOV 2020	30 NOV 2019
	£000	£000
Other income	-	29
Government grant income	562	
	562	29
6. OPERATING LOSS	30 NOV 2020	30 NOV 2019
The operating loss is stated after charging:	£000	£000
Depreciation of tangible fixed assets	48	55
Amortisation of intangible assets	24	24
Fees payable to the Club's auditor and its associates for the audit of the Club's annual financial statements	24	24
7. EMPLOYEES	30 NOV 2020	30 NOV 2019
Staff costs were as follows:	£000	£000
Wages and salaries	2,569	2,944
Social security costs	296	353
Staff pension costs	197	202
	3,062	3,499

The remuneration for the period of key management personnel was £362,039 (2019: £409,948).

The amount of wages and salaries paid to the highest paid Director amounted to £161,529 (2019: £158,139). The pension contributions paid on behalf of this Director were £9,421 (2019: £14,000).

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

	30 NOV 2020	30 NOV 2019
	No.	No.
Employees	63	57

8. TAXATION

	30 NOV 2020	30 NOV 2019
	£000	£000
CORPORATION TAX		
Current tax on profits for the year	16	-
DEFERRED TAX		
Origination and reversal of timing differences	31	2
Prior year adjustment	-	-23
TOTAL DEFERRED TAX	31	-21
TAXATION ON PROFIT / LOSS ON ORDINARY ACTIVITIES	47	-21

FACTORS AFFECTING TAX CHARGE FOR THE YEAR

The tax assessed for the year is higher than (2019 - lower than) the standard rate of corporation tax in the UK of 19% (2019 - 19%). The differences are explained below;

	30 NOV 2020	30 NOV 2019
	£000	£000
Loss on ordinary activities before tax	-469	-79
Loss on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2019 - 19%)	-89	-11

EFFECTS OF:

Expenses not deductible for tax purposes, other than goodwill amortisation and impairment	157	13
Adjustments to tax charge in respect of prior periods	16	-
Short term timing difference leading to an increase decrease in taxation	-	-6

Other timing differences leading to an increase decrease in taxation	-	-17
Non-taxable income	-150	-
Capital gains	-70	-
Remeasurement of deferred tax for changes in tax rates	4	-
Reversal of unrelieved tax losses	213	-
Prior year adjustment	-34	-
TOTAL TAX CHARGE FOR THE YEAR	47	-21

In the budget in 2020 the government confirmed that the main rate of UK corporation tax would remain at 19% for the years starting 1 April 2020 and 2021. The deferred tax at 30 November 2020 has been calculated based on these rates.

9. INTANGIBLE ASSETS

	BRAND DEVELOPMENT £000	DEVELOPMENT EXPENDITURE £000	TOTAL £000
COST			
At 1 December 2019	140	22	162
At 30 November 2020	140	22	162
AMORTISATION			
At 1 December 2019	98	22	120
Charge for the year on owned assets	24	-	24
At 30 November 2020	122	22	144
NET BOOK VALUE			
At 30 November 2020	18	-	18
At 30 November 2019	42	-	42



10. TANGIBLE FIXED ASSETS

	FREEHOLD PROPERTY	LONG-TERM LEASEHOLD PROPERTY	LEASEHOLD PROPERTY IMPROVEMENTS	FIXTURES AND FITTINGS	CRICKET GROUND DEVELOPMENT	TOTAL
	£000	£000	£000	£000	£000	£000
COST OR VALUATION						
As 1 December 2019	675	760	385	615	470	2,905
Additions	-	-	-	18	19	37
Disposals	-	-760	-	-531	-	-1,291
At 30 November 2020	675	-	385	102	489	1,651

	FREEHOLD PROPERTY	LONG-TERM LEASEHOLD PROPERTY	LEASEHOLD PROPERTY IMPROVEMENTS	FIXTURES AND FITTINGS	CRICKET GROUND DEVELOPMENT	TOTAL
	£000	£000	£000	£000	£000	£000
DEPRECIATION						
At 1 December 2019	-	-	123	558	202	883
Charge for the year on owned assets	-	-	16	20	12	48
At 30 November 2020	-	-	139	47	214	400

NET BOOK VALUE						
At 30 November 2020	675	-	246	55	275	1,251
At 30 November 2019	675	760	262	57	268	2,022

The Board of Directors have decided not to depreciate freehold 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:

	2020	2019
	£000	£000
Cost	563	563
NET BOOK VALUE	563	563

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**UNLISTED INVESTMENTS**

£000

COST OR VALUATION

At 1 December 2019

3

At 30 November 2020

3**SUBSIDIARY UNDERTAKING**

The following was a subsidiary undertaking of the Club:

Name: Middlesex Global Academy Limited
(formerly Tendulkar Middlesex Global Academy LTD)

Middlesex Global Academy Limited has a 50% holding in Tendulkar Middlesex Global Academy India LLP, a limited liability partnership incorporated in India.

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

Class of shares: Ordinary

Holding: 100%

12. DEBTORS

	2020	2019
	£000	£000

Trade debtors	506	303
Other debtors	210	210
Prepayments and accrued income	449	431
	1,165	944

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR AS RESTATED

	2020	<i>AS RESTATED</i> 2019
	£000	£000

Trade creditors	8	265
Amounts owed to group undertakings	25	25
Corporation tax	16	-
Other taxation and social security	163	273
Other creditors	4	52
Accruals and deferred income	598	162
	814	777

Included in deferred income is a figure of £433k relating to the early payment of County Partnership fees in relation to December 2020 and January 2021 by the ECB.

14. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	2020	2019
	£000	£000
Accruals and deferred income	45	57
	45	57

The amounts due after more than one year relate to five and ten year memberships.

15. DEFERRED TAXATION	2020	
	£000	
At beginning of year		-57
Charged to profit or loss		-31
Utilised in year		-
AT END OF YEAR		-88

The provision for deferred taxation is made up as follows:	2020	2019
	£000	£000
Accelerated capital allowances	-	-3
Tax losses carried forward	-	199
Revaluation of tangible assets	-	-253
Unpaid employer pension accrual	40	-
Capital gain on disposal of asset	-128	-
	-88	-57

At 30 November 2020, the Club had tax losses to be carried forward of approximately £1,126k (2019: £1,128k). The deferred tax asset as at 30 November 2020 of £213k on these losses has not been recognised as there is uncertainty regarding when suitable future profits, against which to offset the accumulated tax losses, will arise.

16. PROVISIONS	PROVISION
	£000
Prior year adjustment - 01 December 2018	97
Prior year adjustment - 01 December 2019	5
AT 30 NOVEMBER 2019 AND 30 NOVEMBER 2020	102

For information on the nature of the provision, see note 20.

17. SHARE CAPITAL	2020	2019
	£000	£000

ALLOTTED, CALLED UP AND UNPAID

8,000 (2019 - 8,000) Ordinary shares of £1.00 each	8	8
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18. 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.

19. COMMITMENTS UNDER OPERATING LEASES

At 30 November 2020 the Club had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2020	2019
	£000	£000
Not later than one year	46	120
Later than one year and not later than five years	-	20
	46	140

20. PRIOR YEAR ADJUSTMENTS

Reclassification of academy costs:

An amount totalling £407k has been reclassified from administrative expenses to direct costs in the prior year to reflect the nature of these costs. This had no impact on the profit and loss account.

Adjustments for pension amounts:

During January 2021, the Board of Directors identified a historic clerical error that has led to the under payment of pension contributions made on behalf of both existing and previous staff members. As a result, the Club have calculated that additional payments need to be made to correct the pension position of the individuals involved. These amounts have accrued over a number of years and as such, adjustments have been made to show the impact of the adjustments in the current year, prior year and the preceding periods.

The impact of the prior year adjustments on the preceding periods has been an increase in accruals and deferred income of £75k, an increase in provisions of £97k and a corresponding decrease in the profit and loss account of £172k as at 30 November 2018.

The impact of these adjustments on the prior period has led to a further increase in accruals and deferred income of £15k, a further increase in provisions of £5k and a corresponding decrease in the profit and loss account of £20k as at 30th November 2019.

21. RELATED PARTY TRANSACTIONS

During the year, the Club recharged expenses amounting to £648,286 (2019; £972,308) 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 £199,820 (2019: £200,589) in relation to expenses recharged during the period.

For the year ending 30 November 2021, the Club has absorbed the role of the governing body of recreational cricket in the County and the Annual Report for that year will reflect this new activity.

22. 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.

23. POST BALANCE SHEET EVENTS

There were no 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 2020

MIDDLESEX COUNTY CRICKET CLUB LIMITED

DETAILED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 30 NOVEMBER 2020

	2020	<i>AS RESTATED</i> 30 NOV 2019
	£000	£000
Income	5,137	7,020
Direct costs	-4,881	-5,891
GROSS PROFIT	256	1129
Other operating income	562	29
Administration expenses	-1,288	-1,237
OPERATING LOSS	-470	-79
Interest receivable	1	-
Tax on loss on ordinary activities	-47	21
LOSS FOR THE YEAR	-516	-58
	2020	2019
	£000	£000
INCOME		
ECB income	3,972	3,260
Ground receipts	-	669
Indoor cricket school	-	84
Membership subscriptions	787	1,052
Sponsorship	223	300
Hospitality and events	155	1,655
	5,137	7,020

	2020	AS RESTATED 2019
	£000	£000
DIRECT COSTS		
Cricketers' wages	2,013	2,458
National insurance	233	294
Staff pension costs	161	157
Out-ground costs	234	227
Indoor school expenses	162	176
Hospitality and events	321	875
Other cricket expenses	812	1,184
Sponsorship expenses	49	39
Membership expenses	88	74
Academy	185	243
Youth Squads	104	83
Sunrisers Expenses	398	-
Women's and girls expenses	31	-
Recreational cricket expenses	90	81
	4,881	5,891
	2020	2019
	£000	£000
OTHER OPERATING INCOME		
Other income	-	29
Government grant income	562	-
	562	29



	2020 £000	AS RESTATED 2019 £000
ADMINISTRATION EXPENSES		
Staff salaries	556	486
Staff national insurance	63	59
Staff pension costs	36	45
General office expenses	537	544
Auditors' remuneration	24	24
Depreciation - leasehold property improvements	16	24
Depreciation - fixtures and fittings	20	19
Depreciation - cricket ground development	12	12
Amortisation - intangible fixed assets	24	24
	1,288	1,237
	2020	2019
	£000	£000
INTEREST RECEIVABLE		
Bank interest receivable	1	-
	1	-



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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