



MIDDLESEX
CRICKET



**ANNUAL REPORT
& FINANCIAL STATEMENTS
AND A.G.M. NOTICE & AGENDA
FOR THE PERIOD ENDED 30 NOVEMBER 2021**

MIDDLESEX COUNTY CRICKET CLUB LIMITED

NOTICE AND AGENDA OF THE ANNUAL GENERAL MEETING 2022

Notice is hereby given that the 158th Annual General Meeting of the Club will be held on Tuesday 17 May at 6.00pm for the purpose of transacting the business listed in the Agenda below. Members will be asked to show a valid membership card in order to gain admission to the meeting. Attention is drawn to the Rules of the Club, which state only Full and Honorary Members may attend, speak and vote at any General Meeting.

April 2022

ANDREW CORNISH
Chief Executive Officer

Tea & coffee will be available in the Thomas Lord Suite from 5.30pm.

NOTICE AND AGENDA OF THE ANNUAL GENERAL MEETING 2022

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 2021.
4. To receive and, if approved, adopt the proposed changes to the Club Rules (see separate document)
5. To elect the Treasurer of the Board.

Proposed by Mike O'Farrell and seconded by Mike Gatting that David Kendix be re-elected.

6. To elect one member to the Board

Proposed by Clive Radley and seconded by Marilyn Smith that Mike Gatting OBE be re-elected.

7. To ratify the re-appointment of Richard Sykes as an appointed Director.
8. To consider 'Any Other Business' that should be submitted in advance in writing/via electronic mail to the Chief Executive at least 7 days prior to the meeting.

NOTICE AND AGENDA OF THE ANNUAL GENERAL MEETING 2022

MIDDLESEX COUNTY CRICKET CLUB 2021

Founded 1864

REGISTERED NUMBER: IP29864R

BANKERS: Barclays Bank PLC

REGISTERED OFFICE: Lord's Cricket Ground St Johns Wood Road London, NW8 8QN

AUDITOR: Arram Berlyn Gardner LLP

LIFE VICE PRESIDENTS

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

PRESIDENT

M W W Selvey

BOARD OF DIRECTORS

Chairman: M O'Farrell

Treasurer: D Kendix

Chief Executive: A J Cornish

Angus Fraser MBE

Elected Directors

M W Gatting OBE, C T Radley MBE, M C Smith

Nominated Directors

C F E Goldie, E Villiers

Appointed Directors

C E Lord OBE JP, R Sykes, S N White QC

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CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 30 NOVEMBER 2021

The Chairman presents his statement for the year.

My closing statement to all members last year was "it has been an awful challenging and extraordinary year " and later on in the same statement I said "I look forward like you for the opportunity to appreciate all that is so good about our club and the game we all love". At this juncture I would say that there is a great deal of unfinished business to conduct on and off the field !

As I write this we have started our first home game of the year against Derbyshire and the end of day 1 saw an excellent century from Steve Eskinazi and a half century from Josh de Caires which was hard earned and well deserved, but that is 2022. So let me deal with 2021 and begin with matters off the field first.

As you may recall, Richard Goatley, our CEO, resigned on grounds of ill-health and the Board asked Andrew Cornish, a vastly experienced CEO in the aviation industry and a former Somerset CEO to take over. He had already been providing us with consultative support and was able to seamlessly step in and help us through some choppy waters. We also appointed a Chief Financial Officer Illa Bhardwaj and these two important appointments helped bring some stability and focus to the operation.

At the same time, David Kendix, our Treasurer, and also an Actuary worked unpaid for several months to correct the significant errors in our historic pension payments. David will cover that in more detail in his report and during the meeting.

Similarly, we focussed on the future and as a result of that we decided to make changes to our coaching staff so Stuart Law and Nic Pothas left us, Alan Coleman took on a new role as Head of Men's Professional Performance and leads the strategy for men's elite cricket.

Angus Fraser stepped down from his role as MD of Cricket and takes on a new role as Director of Cricket Development which includes cricket facilities, player acquisition, retention, recruitment and contracts, works on partner relationships with national counties, recreational clubs, business partners and sponsors and ex players. He is also a Board member of London Spirit.

We also started a search for a new 1st team coach and as everyone will now know an 'old boy' Richard Johnson was appointed following a rigorous external recruitment process.

It is a real credit to the staff, players and especially Angus and Alan that they accepted the need for change and immersed themselves wholeheartedly in the process of implementing those changes.

Our club continues to develop in many directions with growth in women's cricket, age-group engagement, full disability squads and representation and a strong stream of young players who are emerging and taking their place at the top level. On another front however, the world of recreational cricket, the bedrock of our game, activity has gone from strength to strength with clubs who normally field one or two sides a week, reporting unprecedented interest which has resulted in 3 or 4 sides and wide age ranges! Long may this revival continue and our thanks must go to all those volunteers who make this happen.

Many of you who read this and support us will be very familiar and accepting of change in your business and professional lives, cricket is now in a similar situation, one where media interest and investment defines the direction of travel.

CHAIRMAN'S STATEMENT (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2021



We at Middlesex Cricket recognise the significant importance of this but in company with many other First Class Counties we also believe in the vital importance of the County game which we believe is the cornerstone of cricket. It is the goal for all who aspire to be professionals, it develops and moulds their skills and is the springboard for success at an international level, whatever the format and finally it is their way back from professional sport and for many a way forward into the next stage of their life.

We had a difficult year at Middlesex as had the wider game and we believe we have emerged stronger and fitter on and off the field and I have confidence in the future.

I would like to thank on your behalf the Board (all volunteers like the vast majority in our game) and the staff and players for all they have done to keep us moving forward.

Finally, my thanks to you all, our members, for the way you support with the offers of help and suggestions and let us hope that when you read the notes to next year's AGM you are pleased and reassured with what has been done by Middlesex Cricket and that our games have continued to flourish at every level.

M O'Farrell
Chairman

Date: Monday 25 April

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 NOVEMBER 2021

The directors present their annual report and financial statements for the year ended 30 November 2021.

Principal activities

The principal activity of the Club continued to be that of a cricket club.

Results and dividends

There is no escaping the fact that a loss of nearly £1m in the past financial year is a terrible result. It has reduced the Club's net assets to less than £200k, down from more than £2m just two years ago. We are now in a position where, to remain solvent, revenues will need to be increased and our costs closely scrutinised.

The core cricketing focus of the club is largely funded by ECB revenues, along with important contributions from membership income, sponsorship and hospitality. Whilst the costs of running the squads have remained predictable, there remains uncertainty over our future income generation. This means, as explained in the Going Concern note, that we must ensure we have suitable contingency plans in place to reduce costs if needed.

The last two years have been characterised by the twin effects of the pandemic and the need to address the historic shortfall in pension contributions.

An optimistic perspective is that the Club has survived both these disasters, emerging with no debt, with a solid and loyal membership base and with a pipeline of highly promising young cricketers.

In many ways, the financial impact of the pandemic in 2021 was more severe than in 2020, even though, unlike the previous year, there was a full schedule of county matches. Crowd capacity was severely restricted with members rightly having priority for tickets, yet the full cost of staging matches was still incurred. The year before, there had been far lower staging costs, no overseas players plus the ability to receive furlough payments for cricket staff throughout the time no cricket was permitted.

Assuming that Covid restrictions are now finally over, we can now say that the pandemic has cost the Club around £1.5m across the two years. We are still hoping that a successful claim on our business interruption insurance policy will reduce this figure slightly.

It was in January 2021 that we first discovered that the Club had been underpaying its pension scheme contributions for many years. At the time of preparation of last year's accounts, at a very early stage of the investigation, we estimate a shortfall of around £200k. The full analysis, requiring the collection of more than 30,000 pieces of data, was finally completed in November 2021. The total cost of topping up the pension fund of every current and former employee known to have been affected has been around £500k. The Board of Directors now understands how and why these errors could have persisted over such a long period and have put in place steps to ensure there can be no repetition. The newly appointed CEO, CFO and external auditors have been working together to ensure that our financial controls are now of the required standard.

There are two important changes in the preparation of the accounts. In 2021, the Club formally took over responsibility from the Middlesex Cricket Board for funding the county's participation programmes. Therefore, the associated costs and revenues have been consolidated. Second, the Club's investment in the Tendulkar Middlesex Global Academy has also been consolidated. The more prolonged lockdown in India delayed the reopening of these camps but we still believe this will be a valuable initiative, both culturally and financially, in the years ahead.

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

M O'Farrell (Chairman)	
D Kendix (Treasurer)	
A R C Fraser MBE	
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	
R J Goatley (Chief Executive)	(Resigned 30 June 2021)
A J Cornish (Chief Executive)	(Appointed 1 July 2021)

Statement of directors' responsibilities

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Co-operative and Community Benefit Societies Act 2014 requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and Club, and of the profit or loss of the group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies 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 group and Club will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and Club's transactions and disclose with reasonable accuracy at any time the financial position of the group and Club and 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 group and Club and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the auditor of the Club is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the auditor of the Club is aware of that information.

On behalf of the board

D Kendix (Treasurer)
Director

Date: Monday 25 April

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF MIDDLESEX COUNTY CRICKET CLUB LIMITED

Opinion

We have audited the financial statements of Middlesex County Cricket Club Limited (the 'Club') and its subsidiaries (the 'group') for the year ended 30 November 2021 which comprise the group statement of comprehensive income, the group statement of financial position, the company statement of financial position, the group statement of changes in equity, the company statement of changes in equity, the group statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 group's and the Club's affairs as at 30 November 2021 and of the group's 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC'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

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and Club's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF MIDDLESEX COUNTY CRICKET CLUB LIMITED

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the Club and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters where 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 by the Club, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the 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 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 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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.



Auditor's 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 auditor's 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF MIDDLESEX COUNTY CRICKET CLUB LIMITED

The extent to which the audit was considered capable of detecting irregularities including fraud. Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the group and the Club through discussions with directors and other management, and from our commercial knowledge and experience of the sports and recreation sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the group and Club including, but not limited to, the Co-operative and Community Benefit Societies Act 2014, FCA and taxation legislation.
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group and Club's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- understanding the business model as part of the control and business environment;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations and;
- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence and enquiring with the group and Club of actual and potential non-compliance with laws and regulations.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF MIDDLESEX COUNTY CRICKET CLUB LIMITED

Use of our report

This report is made solely to the Club's members, as a body, in accordance with the Co-operative and Communities 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 auditor's 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.

Sarah Wilson FCA (Senior Statutory Auditor)
For and on behalf of Arram Berlyn Gardner LLP

Chartered Accountants
Statutory Auditor

30 City Road
London
EC1Y 2AB



GROUP STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 NOVEMBER 2021

	Notes	2021 £'000	2020 £'000
Turnover	3	6,589	5,035
Cost of sales		(6,306)	(4,944)
Gross profit		283	91
Administrative expenses		(1,562)	(1,301)
Other operating income		333	562
Operating loss	4	(946)	(648)
Interest receivable and similar income	8	-	1
Interest payable and similar expenses	9	(6)	-
Loss before taxation		(952)	(647)
Tax on loss	10	-	(16)
Loss for the financial year	21	(952)	(663)

Loss for the financial year is all attributable to the owners of the Club.

Total comprehensive income for the year is all attributable to the owners of the Club.



GROUP STATEMENT OF FINANCIAL POSITION

AS AT 30 NOVEMBER 2021

	Notes	2021		RESTATED 2020	
		£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	11		5		18
Tangible assets	12		1,157		1,251
Investments	13		1		4
			<u>1,163</u>		<u>1,273</u>
Current assets					
Debtors	15	721		1,192	
Cash at bank and in hand		191		154	
		<u>912</u>		<u>1,346</u>	
Creditors: amounts falling due within one year	16	(1,649)		(1,182)	
Net current (liabilities)/assets			<u>(737)</u>		<u>164</u>
Total assets less current liabilities			426		1,437
Creditors: amounts falling due after more than one year	17		(137)		(117)
Provisions for liabilities					
Provisions	18		(110)		(144)
Net assets			<u>179</u>		<u>1,176</u>
Capital and reserves					
Called up share capital	20		8		8
Revaluation reserve	21		68		113
Profit and loss reserves	21		103		1,055
Total equity			<u>179</u>		<u>1,176</u>

The financial statements were approved by the board of directors and authorised for issue on Monday 25 April and are signed on its behalf by:

M O'Farrell (Chairman)
Director

D Kendix (Treasurer)
Director

COMPANY STATEMENT OF FINANCIAL POSITION

AS AT 30 NOVEMBER 2021

	Notes	2021		RESTATED 2020	
		£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	11		5		18
Tangible assets	12		1,157		1,251
Investments	13		-		3
			<u>1,162</u>		<u>1,272</u>
Current assets					
Debtors	15	813		1,187	
Cash at bank and in hand		191		154	
		<u>1,004</u>		<u>1,341</u>	
Creditors: amounts falling due within one year	16	<u>(1,641)</u>		<u>(1,137)</u>	
Net current (liabilities)/assets			<u>(637)</u>		<u>204</u>
Total assets less current liabilities			525		1,476
Creditors: amounts falling due after more than one year	17		(137)		(117)
Provisions for liabilities					
Provisions	18		(110)		(144)
Net assets			<u>278</u>		<u>1,215</u>
Capital and reserves					
Called up share capital	20		8		8
Revaluation reserve	21		68		113
Profit and loss reserves	21		202		1,094
Total equity			<u>278</u>		<u>1,215</u>

The financial statements were approved by the board of directors and authorised for issue on Monday 25 April and are signed on its behalf by:

M O'Farrell (Chairman)
Director

D Kendix (Treasurer)
Director

Company Registration No. IP29864R

GROUP STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 NOVEMBER 2021



		Share capital	Revaluation reserve	Profit and loss reserves	Total
		£'000	£'000	£'000	£'000
As restated for the period ended 30 November 2020:					
Balance at 1 December 2019		8	113	1,912	2,033
Prior year adjustment	25	-	-	(194)	(194)
Balance at 1 December 2019		8	113	1,718	1,839
Year ended 30 November 2020:					
Loss and total comprehensive income for the year		-	-	(663)	(663)
Balance at 30 November 2020		8	113	1,055	1,176
Year ended 30 November 2021:					
Loss and total comprehensive income for the year		-	-	(952)	(952)
Other movements		-	(45)	-	(45)
Balance at 30 November 2021		8	68	103	179

COMPANY STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 NOVEMBER 2021

		Share capital	Revaluation reserve	Profit and loss reserves	Total
		£'000	£'000	£'000	£'000
As restated for the period ended 30 November 2020:					
Balance at 1 December 2019		8	113	1,938	2,059
Prior year adjustment	25	-	-	(194)	(194)
As restated		8	113	1,744	1,865
Year ended 30 November 2020:					
Loss and total comprehensive income for the year		-	-	(650)	(650)
Balance at 30 November 2020		8	113	1,094	1,215
Year ended 30 November 2021:					
Loss and total comprehensive income for the year		-	-	(892)	(892)
Other movements		-	(45)	-	(45)
Balance at 30 November 2021		8	68	202	278



GROUP STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 NOVEMBER 2021

	Notes	2021 £'000	£'000	2020 £'000	£'000
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	23		66		(610)
Interest paid			(6)		-
Income taxes paid			(16)		-
			<u> </u>		<u> </u>
Net cash inflow/(outflow) from operating activities			44		(610)
Investing activities					
Purchase of tangible fixed assets		(10)		(37)	
Proceeds on disposal of tangible fixed assets				760	
Proceeds on disposal of investments		3		-	
Interest received		-		1	
		<u> </u>		<u> </u>	
Net cash (used in)/generated from investing activities			(7)		724
			<u> </u>		<u> </u>
Net increase in cash and cash equivalents			37		114
Cash and cash equivalents at beginning of year			154		40
			<u> </u>		<u> </u>
Cash and cash equivalents at end of year			191		154
			<u> </u>		<u> </u>

NOTES TO THE GROUP FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 NOVEMBER 2021

1 Accounting policies

Company 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 Lords Cricket Ground, St. Johns Wood Road, London, NW8 8QN. The financial statements will be filed with the Financial Conduct Authority's Mutuals Public Register. The nature of the Club's operations are set out in the Directors' Report.

The group consists of Middlesex County Cricket Club Limited and all of its subsidiaries.

1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Co-operative and Community Benefit Societies Act 2014.

The financial statements are prepared in sterling, which is the functional currency of the Club. Monetary amounts in these financial statements are rounded to the nearest £000.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties at fair value. The principal accounting policies adopted are set out below.

The Club is a qualifying entity for the purposes of FRS 102, being a member of a group where the parent of that group prepares publicly available consolidated financial statements, including this Club, which are intended to give a true and fair view of the assets, liabilities, financial position and profit or loss of the group. The Club has therefore taken advantage of exemptions from the following disclosure requirements for parent company information presented within the consolidated financial statements:

- Section 7 'Statement of Cash Flows': Presentation of a statement of cash flow and related notes and disclosures;
- Section 11 'Basic Financial Instruments';
- Section 33 'Related Party Disclosures': Compensation for key management personnel.

1.2 Business combinations

In the Club's financial statements, the cost of a business combination is the fair value at the acquisition date of the assets given, equity instruments issued and liabilities incurred or assumed, plus costs directly attributable to the business combination. The excess of the cost of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired is recognised as goodwill. The cost of the combination includes the estimated amount of contingent consideration that is probable and can be measured reliably, and is adjusted for changes in contingent consideration after the acquisition date. Provisional fair values recognised for business combinations in previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date. Investments in subsidiaries, joint ventures and associates are accounted for at cost less impairment.



NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

1 Accounting policies

1.3 Basis of consolidation

The consolidated group financial statements consist of the financial statements of the Club Middlesex County Cricket Club Limited (the 'Club') together with all entities controlled by the Club (its subsidiaries).

All financial statements are made up to 30 November 2021. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the group.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Subsidiaries are consolidated in the group's financial statements from the date that control commences until the date that control ceases.

1.4 Going concern

The Club's net assets have fallen sharply in the period since the start of the pandemic, down to a level that requires a very strong focus on cashflow management. In this context, the sums received through the Government's Job Retention Scheme have played a vital role in sustaining the Club.

The key revenue generating activities during 2021, the Lord's T20 Blast matches, took place prior to the permitted return of large crowds. Therefore, revenues from ticket sales and hospitality were far below normal levels. Payments of pension scheme shortfalls to current and former employees further reduced net assets. To provide the required liquidity, the Club decided to sell the property it owns.

Looking ahead, to ensure the ongoing ability to meet its obligations as they fall due, the Club will need to move to a position of profitability within the next 12-18 months. Fortunately, the key revenue components of the Club, assuming no further Covid restrictions, are largely secure. Income derived from the England & Wales Cricket Board is guaranteed and represents a significant proportion of the annual income generated by the Club. Club membership levels have been maintained despite the lack of available cricket over the previous two years and is a further stable revenue component. Meanwhile, MCC remains willing to pay a guaranteed sum for hosting our matches, providing an element of revenue stability, unaffected by the weather or team performances.

There are also opportunities to generate additional revenue. The Tendulkar Middlesex Global Academy has resumed activity following its enforced lockdown and is well placed to deliver a profitable return in the years ahead. Corporate sponsorship and retail activities are both expected to rebound this year after two years of pandemic enforced restrictions. Attendances at Tests and T20 Blast matches at Lord's should significantly improve the hospitality and ground receipt income performance. 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.

If these additional revenues fail to deliver the required benefits, then the corresponding value will need to be secured through cost savings, primarily from the professional cricket budget. The overall financial management of the Club has been overhauled, with a greatly increased focus on profitability within each department.

The Board of Directors are confident that the Club's financial position will significantly improve 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.

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

1 Accounting policies

1.5 Turnover

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. Lifetime subscriptions are credited to income in equal instalments over the estimated period to which the member is expected to benefit from that membership.

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.

1.6 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Brand development costs	5 years
Website development costs	5 years

1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

1 Accounting policies

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	Not depreciated
Leasehold land and buildings	10 - 25 years
Leasehold improvements	5 - 50 years
Fixtures and fittings	5 years

The Board of Directors have decided not to depreciate freehold property and longterm leasehold 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 gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the income statement.

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.

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.

1.8 Fixed asset investments

In the Club's financial statements, investments in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment losses are recognised immediately in profit or loss.

A subsidiary is an entity controlled by the group. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.9 Impairment of fixed assets

At each reporting period end date, the group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.



NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

1 Accounting policies

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

1.10 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand and deposits held at call with banks.

1.11 Financial instruments

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the group's statement of financial position when the group becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

1 Accounting policies

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the group transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including creditors and loans from fellow group companies, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the group's contractual obligations expire or are discharged or cancelled.

1.12 Equity instruments

Equity instruments issued by the group are recorded at the proceeds received, net of transaction costs. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of the group.

1.13 Taxation

The tax expense represents the sum of the tax currently payable and deferred tax.

Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

1 Accounting policies

Deferred tax

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the income statement, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset if, and only if, there is a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

1.14 Provisions

Provisions are recognised when the group has a legal or constructive present obligation as a result of a past event, it is probable that the group will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation. Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value, the unwinding of the discount is recognised as a finance cost in profit or loss in the period in which it arises.

1.15 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.16 Retirement benefits

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.

1.17 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to profit or loss on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

1 Accounting policies

1.18 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

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.

2 Judgements and key sources of estimation uncertainty

In the application of the group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.



NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

2 Judgements and key sources of estimation uncertainty

Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are as follows.

Pension provision

A pension provision has been recognised by the club as a result of the company not making the correct pension payments into the Club's pension scheme. The pension liabilities comprise of the unpaid pension liability and the investment income which would have accrued should the pension payments had been paid at the time which they were due.

The amount of the pension provision is determined based on the best estimate of the outflow of resources required to settle the obligation, taking into account all available information. These assumptions include the information from the pension provider and growth of the pension fund over the period during which underpayments were made. The estimated investment income is calculated using the growth of the fund and the unpaid pension liability. The corresponding underpaid pension liability has been recognised in other creditors.

Given the uncertainties inherent in the estimates used to determine the amount of pension provision, actual outflows of resources may differ from the amounts recognised originally on the basis of the estimates.

Lifetime membership

Membership income is mainly made up of membership subscriptions which are credited to incoming resources over the period to which the membership relates. Life subscriptions are credited to income in equal instalments over the estimated period to which the member is expected to benefit from that membership. The estimated period is based on the age which the individual acquires the membership and the price paid by that member.

Land and buildings at revalued amounts

Land and buildings are recorded at fair value either based on directors' valuation or external valuation if there has been any significant movements in the property market.

At the end of each reporting period, the directors update their assessment of the fair value of each property, taking into account the most recent independent valuations. The directors determine a property's value within a range of reasonable fair value estimates.

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

3 Turnover and other revenue

	2021	2020
	£'000	£'000
Turnover analysed by class of business		
ECB county partnership agreement fees	3,034	3,498
ECB Sunrisers' fees	736	414
ECB players contract and match fees	27	60
ECB Strategic grant and Covid-19 support	300	-
ECB recreational cricket	636	-
Middlesex Global Academy Income	15	-
Membership subscriptions	720	783
Sponsorships	435	125
Hospitality and events	290	155
Ground receipts	324	-
Other	72	-
	<u>6,589</u>	<u>5,035</u>

	2021	2020
	£'000	£'000
Other significant revenue		
Interest income	-	1
Coronavirus Job Retention Scheme (Furlough)	333	562
	<u>333</u>	<u>563</u>

4 Operating loss

	2021	2020
	£'000	£'000
Operating loss for the year is stated after charging:		
Depreciation of owned tangible fixed assets	59	48
Amortisation of intangible assets	13	24
Operating lease charges	156	-
	<u>228</u>	<u>72</u>

5 Auditor's remuneration

	2021	2020
	£'000	£'000
Fees payable to the company's auditor and associates:		
For audit services		
Audit of the financial statements of the group and Club	35	24
Audit of the financial statements of the Club's subsidiaries	6	6
	<u>41</u>	<u>30</u>

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

6 Employees

The average monthly number of persons (including directors) employed by the group and Club during the year was:

	Group 2021 Number	2020 Number	Club 2021 Number	2020 Number
Mens professional	25	25	25	25
Coaches & support	14	14	14	14
Participation	19	-	19	-
Sunrisers	11	9	11	9
Office staff	15	13	15	13
	<u>84</u>	<u>61</u>	<u>84</u>	<u>61</u>

Their aggregate remuneration comprised:

	Group 2021 £'000	2020 £'000	Club 2021 £'000	2020 £'000
Wages and salaries	3,668	2,717	3,668	2,717
Social security costs	417	296	417	296
Pension costs	387	260	387	260
	<u>4,472</u>	<u>3,273</u>	<u>4,472</u>	<u>3,273</u>

In the year ending 30 November 2020, 19 employees in the participation team and 2 employees in the office staff had their costs recharged to Middlesex Cricket Board Limited. Therefore, the corresponding prior year figure exclude recharges of salary costs of £541,698 and employer NI of £46,751.

7 Directors' remuneration

The directors' remuneration amounted to £264,104 (2020: £362,039).

The amount of wages and salaries paid to the highest paid director amounted to £110,458 (2020: £161,529). The pension contributions paid on behalf of this director were £10,500 (2020: £9,421).

In the year ending 30 November 2021, the directors were also paid fees totalling £22,500 and reimbursed expenses totalling £2,051.

8 Interest receivable and similar income

	2021 £'000	2020 £'000
Interest income		
Interest on bank deposits	-	1
	<u>-</u>	<u>1</u>

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

9 Interest payable and similar expenses

	2021	2020
	£'000	£'000
Other interest	6	-
	<u>6</u>	<u>-</u>

10 Taxation

	2021	2020
	£'000	£'000
Current tax		
UK corporation tax on profits for the current period	-	16
	<u>-</u>	<u>16</u>

The actual charge for the year can be reconciled to the expected credit for the year based on the profit or loss and the standard rate of tax as follows:

	2021	2020
	£'000	£'000
Loss before taxation	(952)	(647)
	<u>(952)</u>	<u>(647)</u>
Expected tax credit based on the standard rate of corporation tax in the UK of 19.00% (2020: 19.00%)	(181)	(123)
Tax effect of expenses that are not deductible in determining taxable profit	-	157
Tax effect of income not taxable in determining taxable profit	-	(150)
Gains not taxable	-	(70)
Tax effect of utilisation of tax losses not previously recognised	172	214
Adjustments in respect of prior years	-	16
Effect of change in corporation tax rate	-	4
Other adjustments	9	-
Prior year adjustment	-	(32)
	<u>-</u>	<u>16</u>
Taxation charge	-	16
	<u>-</u>	<u>16</u>



NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

11 Intangible fixed assets

Group	Brand development costs £'000	Website development costs £'000	Total £'000
Cost			
At 1 December 2020 and 30 November 2021	140	22	162
Amortisation and impairment			
At 1 December 2020	122	22	144
Amortisation charged for the year	13	-	13
At 30 November 2021	135	22	157
Carrying amount			
At 30 November 2021	5	-	5
At 30 November 2020	18	-	18
Club			
	Brand development costs £'000	Website development costs £'000	Total £'000
Cost			
At 1 December 2020 and 30 November 2021	140	22	162
Amortisation and impairment			
At 1 December 2020	122	22	144
Amortisation charged for the year	13	-	13
At 30 November 2021	135	22	157
Carrying amount			
At 30 November 2021	5	-	5
At 30 November 2020	18	-	18

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

12 Tangible fixed assets

Group	Freehold land and buildings	Leasehold land and buildings	Leasehold improvements	Fixtures and fittings	Total
	£'000	£'000	£'000	£'000	£'000
Cost or valuation					
At 1 December 2020	675	385	489	102	1,651
Additions	-	-	-	10	10
Disposals	-	-	(2)	-	(2)
Revaluation	(45)	-	-	-	(45)
At 30 November 2021	630	385	487	112	1,614
Depreciation and impairment					
At 1 December 2020	-	139	214	47	400
Depreciation charged in the year	-	28	10	21	59
Eliminated in respect of disposals	-	-	(2)	-	(2)
At 30 November 2021	-	167	222	68	457
Carrying amount					
At 30 November 2021	630	218	265	44	1,157
At 30 November 2020	675	246	275	55	1,251
Club					
	Freehold land and buildings	Leasehold land and buildings	Leasehold improvements	Fixtures and fittings	Total
	£'000	£'000	£'000	£'000	£'000
Cost or valuation					
At 1 December 2020	675	385	489	102	1,651
Additions	-	-	-	10	10
Disposals	-	-	(2)	-	(2)
Revaluation	(45)	-	-	-	(45)
At 30 November 2021	630	385	487	112	1,614
Depreciation and impairment					
At 1 December 2020	-	139	214	47	400
Depreciation charged in the year	-	28	10	21	59
Eliminated in respect of disposals	-	-	(2)	-	(2)
At 30 November 2021	-	167	222	68	457
Carrying amount					
At 30 November 2021	630	218	265	44	1,157
At 30 November 2020	675	246	275	55	1,251

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

12 Tangible fixed assets

Freehold land and buildings with a carrying amount of £630,000 were revalued at 30 November 2021 by the directors.

The following assets are carried at valuation. If the assets were measured using the cost model, the carrying amounts would be as follows:

	2021 £'000	2020 £'000
Group		
Cost	563	563
Club		
Cost	563	563
Carrying value	563	563

13 Fixed asset investments

	Notes	Group 2021 £'000	2020 £'000	Club 2021 £'000	2020 £'000
Investments in joint ventures		1	1	-	-
Unlisted investments		-	3	-	3
		<u>1</u>	<u>4</u>	<u>-</u>	<u>3</u>

Movements in fixed asset investments

Group	Shares in joint ventures £'000	Other investments £'000	Total £'000
Cost or valuation			
At 1 December 2020	1	3	4
Other changes	-	(3)	(3)
At 30 November 2021	<u>1</u>	<u>-</u>	<u>1</u>
Carrying amount			
At 30 November 2021	<u>1</u>	<u>-</u>	<u>1</u>
At 30 November 2020	<u>1</u>	<u>3</u>	<u>4</u>

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

13 Fixed asset investments

Movements in fixed asset investments

Club	Investments £'000
Cost or valuation	
At 1 December 2020	3
Other changes	(3)
	<hr/>
At 30 November 2021	-
	<hr/>
Carrying amount	
At 30 November 2021	-
	<hr/>
At 30 November 2020	3
	<hr/>

14 Subsidiaries

Details of the Club's subsidiaries at 30 November 2021 are as

follows: Name of undertaking	Class of shares held	% Held Direct
Middlesex Global Academy Limited (formerly Tendulkar Middlesex Global Academy Limited)	Ordinary	100.00

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

15 Debtors

	Group		Club	
	2021	2020	2021	2020
Amounts falling due within one year:	£'000	£'000	£'000	£'000
Trade debtors	414	508	413	507
Other debtors	278	214	274	210
Prepayments and accrued income	29	470	126	470
	<hr/>	<hr/>	<hr/>	<hr/>
	721	1,192	813	1,187
	<hr/>	<hr/>	<hr/>	<hr/>

Trade debtors disclosed above are measured at amortised cost. Trade debtors are stated after provisions for impairment of £Nil (2020: £Nil).

Included within other debtors is a loan balance with Middlesex Cricket Board Limited totalling £266,316 (2020: £199,820) that is unsecured, interest free, have no fixed date of repayment and repayable on demand.



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NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

16 Creditors: amounts falling due within one year

	Group		Club	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Trade creditors	885	8	885	8
Amounts owed to group undertakings	-	-	3	25
Corporation tax payable	1	17	-	16
Other taxation and social security	431	163	431	163
Other creditors	158	319	157	318
Accruals and deferred income	174	675	165	607
	<u>1,649</u>	<u>1,182</u>	<u>1,641</u>	<u>1,137</u>

Included within amounts due to group undertakings are trade payable balances that are unsecured, interest free and repayable on demand.

17 Creditors: amounts falling due after more than one year

	Group		Club	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Accruals and deferred income	<u>137</u>	<u>117</u>	<u>137</u>	<u>117</u>

18 Provisions for liabilities

	Group		Club	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Pension provision	<u>110</u>	<u>144</u>	<u>110</u>	<u>144</u>

Movements on provisions:

Group	Pension provision
	£'000
At 1 December 2020	145
Additional provisions in the year	59
Utilisation of provision	<u>(94)</u>
At 30 November 2021	<u>110</u>

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

18 Provisions for liabilities

Club	Pension provision £'000
At 1 December 2020	145
Additional provisions in the year	59
Utilisation of provision	(94)
	<u>110</u>
At 30 November 2021	<u>110</u>

19 Retirement benefit schemes

	2021 £'000	2020 £'000
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	<u>387</u>	<u>260</u>

The Club participates in the ECB Pension Scheme which is open to all staff. The assets of the scheme are held separately from those of the Club in an independently administered fund. For members the contribution rate is 5% and the Club's contribution rate is 10%. Pension costs are charged to the Income Statement when incurred.

20 Share capital

Group and Club Ordinary share capital Issued and fully paid of £1 each	2021 Number	2020 Number	2021 £'000	2020 £'000
	<u>8,000</u>	<u>8,000</u>	<u>8</u>	<u>8</u>

21 Reserves

Revaluation reserve

Revaluation reserves represents accumulated revaluations on Freehold land and buildings for the year and prior periods.

Profit and loss reserves

Retained earnings represents accumulated comprehensive income for the year and prior periods.

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

22 Operating lease commitments

At the reporting end date the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Group 2021 £'000	2020 £'000	Club 2021 £'000	2020 £'000
Within one year	123	46	123	46
Between two and five years	260	-	260	-
	<u>383</u>	<u>46</u>	<u>383</u>	<u>46</u>

23 Cash generated from/(absorbed by) group operations

	2021 £'000	2020 £'000
Loss for the year after tax	(952)	(663)
Adjustments for:		
Taxation charged	-	16
Finance costs	6	-
Investment income	-	(1)
Amortisation and impairment of intangible assets	13	24
Depreciation and impairment of tangible fixed assets	59	48
(Decrease)/increase in provisions	(34)	31
Movements in working capital:		
Decrease/(increase) in debtors	471	(205)
Increase in creditors	503	140
Cash generated from/(absorbed by) operations	<u>66</u>	<u>(610)</u>

24 Analysis of changes in net funds - group

	1 December 2020 £'000	Cash flows £'000	30 November 2021 £'000
Cash at bank and in hand	154	37	191

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

25 Prior period adjustment

Reconciliation of changes in equity

	Notes	1 December 2019 £000	30 November 2020 £000
Adjustments to prior year			
Lifetime membership	a	(94)	(97)
Sponsorship income	b	-	(100)
Pension provision	c	(178)	(240)
Ticket sales income	d	21	21
Deferred tax	e	57	88
Total adjustments		(194)	(328)
Equity as previously reported		2,059	1,543
Equity as adjusted before transition adjustments		1,865	1,215
Analysis of the effect upon equity			
Profit and loss reserves		(194)	(328)

Reconciliation of changes in loss for the previous financial period

	Notes	2020 £000
Adjustments to prior year		
Lifetime membership	a	(3)
Sponsorship income	b	(100)
Pension provision	c	(62)
Deferred tax	e	31
Total adjustments		(134)
Loss as previously reported		(529)
Loss as adjusted before transition adjustments		(663)

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

25 Prior period adjustment

Notes to reconciliation

Note (a) - Lifetime membership

Lifetime membership entitles the member to services to be provided during the membership period. In the previous year's accounts, the fees for lifetime memberships was recognised on the receipt and not apportioned over the estimated period.

The lifetime membership fees should be recognised on a basis that reflects the timing, nature and value of the benefits provided. As a consequence, a prior year adjustment has been made to reflect the timing of these benefits. Lifetime membership fees are credited to income in equal instalments over the estimated period to which the member is expected to benefit from that membership.

The impact of the prior year adjustments on the preceding periods has been an increase in accruals and deferred income of £94K and a corresponding decrease in the profit and loss account of £94K as at 30 November 2019.

The impact of the prior year adjustments on the preceding periods has been an increase in accruals and deferred income of £3K and a corresponding decrease in the profit and loss account of £3K as at 30 November 2020.

Note (b) - Sponsorship income

During the year, the Board of Directors identified sponsorship income totalling £100,000 which had not been deferred as a result of the Covid-19 pandemic.

The impact of the prior year adjustments on the preceding periods has been an increase in accruals and deferred income of £100K, and a corresponding decrease in the profit and loss account of £100K as at 30 November 2020.



NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

25 Prior period adjustment

Note (c) - Pension provision

During the year, the Board of Directors identified a series of historic clerical errors that led to the underpayment of pension contributions to some current and former employees over the previous 12 years. As a result, the Club calculated the level of additional payments needed to correct the pension positions of the individuals affected.

All known shortfalls in respect of current and former employees have now been paid. The total additional payments comprised £324K of underpaid employer contributions plus a further £162K as compensation for investment income forgone owing to late payment of these contributions. A further provision of £40K has been established in respect of any future claims yet to be received.

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 other creditors of £138K, and increase in provisions of £40K and a corresponding decrease in the profit and loss account of £178K as at 30 November 2019.

The impact of the prior year adjustments on the preceding periods has been an increase in other creditors of £59K, and increase in provisions of £3K and a corresponding decrease in the profit and loss account of £62K as at 30 November 2020.

Pension costs

	30-Nov-21	30-Nov-20	30-Nov-19	Pre 1 Dec 2018
Total pension cost				
Employer pension costs not paid	11,276	84,647	15,746	212,724
Compensation for investment income forgone	17,205	3,520	20,516	121,356
Pension costs adjustments made in the year ending 30 November 2021 accounts	30-Nov-21	30-Nov-20	30-Nov-19	Pre 1 Dec 2018
Employer pension costs not paid	11,276	59,205	(5,000)	40,724
Compensation for investment income forgone	17,205	3,520	20,516	121,356
Pension cost adjustments made in the year ending 30 November 2020 accounts	30-Nov-21	30-Nov-20	30-Nov-19	Pre 1 Dec 2018
Employer pension costs not paid	-	25,442	20,746	172,000
Compensation for investment income forgone	-	-	-	-

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2021

25 Prior period adjustment

Unpaid pension liabilities

Adjustments made to pension liabilities in the year ending 30 November 2020 accounts	30-Nov-21	30-Nov-20	30-Nov-19	30-Nov-18
Employer pension costs not paid	-	217,442	192,000	172,000
Compensation for investment income forgone	-	-	-	-
Adjustments made to pension liabilities in the year ending 30 November 2021 accounts	30-Nov-21	30-Nov-20	30-Nov-19	30-Nov-18
Employer pension costs not paid	69,219	95,675	36,470	40,724
Compensation for investment income forgone	69,005	145,392	141,872	121,356
Total unpaid pension liabilities	30-Nov-21	30-Nov-20	30-Nov-19	30-Nov-18
Employer pension costs not paid	69,219	313,117	228,470	212,724
Compensation for investment income forgone	69,005	145,392	141,872	121,356

Note (d) - Ticket sales income

During the year, the board of directors noted tickets sales from the T20 Blast quarter-final game had not been accrued in the year ending 30 November 2019 when the game occurred.

The impact of the prior year adjustments on the preceding periods has been an increase in accrued income of £21K and a corresponding increase in the profit and loss account of £21K as at 30 November 2019.

Note (e) - Deferred tax

In the previous year, the company recognised a deferred tax liability of £88K. The deferred tax provision did not take into account of the brought forward tax losses. As a result, the deferred tax liability has been derecognised.

The impact of the prior year adjustments on the preceding periods has been a decrease in deferred tax provisions of £57K and a corresponding increase in the profit and loss account of £57K as at 30 November 2019.

The impact of the prior year adjustments on the preceding periods has been a decrease in deferred tax provisions of £31K and a corresponding increase in the profit and loss account of £31K as at 30 November 2020.



MANAGEMENT INFORMATION FOR THE YEAR ENDED 30 NOVEMBER 2021

MIDDLESEX COUNTY CRICKET CLUB LIMITED

DETAILED TRADING AND PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 30 NOVEMBER 2021

	2021		2020
	£000	£000	£000
Turnover			
ECB county partnership agreement fees	3,034		3,499
ECB Sunrisers' fees	736		414
ECB players contract and match fees	27		60
ECB Strategic grant and Covid-19 support	300		-
ECB recreational cricket	636		-
Middlesex Global Academy income	15		-
Membership subscriptions	720		784
Sponsorships	435		123
Hospitality and events	290		155
Grounds receipts	324		-
Other	72		-
	<u>6,589</u>		<u>5,035</u>
Cost of sales			
<i>Purchases and other direct costs</i>			
Mens professional wages and salaries	1,425	1,286	
National Insurance	316	233	
Coaches and support staff wages and salaries	876	829	
Participation wages and salaries	475	-	
Sunrisers wages and salaries	152	46	
Staff pension costs	328	224	
Outground costs	330	234	
Indoor school expenses	144	144	
Hospitality and events	319	321	
Other crickets expenses	824	812	
Sponsorships expenses	47	49	
Membership expenses	184	88	
Academy	165	159	
Sunrisers expenses	584	398	
Women and girls expenses	26	31	
Youth and Pathway expenses	42	50	
Middlesex Global Academy expenses	69	40	
Total purchases and other direct costs	<u>6,306</u>	<u>4,944</u>	
Total cost of sales	<u>(6,306)</u>		<u>(4,944)</u>
Gross profit	283		91
Other operating income			
Government grants receivable and released	333		562

DETAILED TRADING AND PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 30 NOVEMBER 2021

	2021		2020
	£000	£000	£000
Administrative expenses			
Office wages and salaries	740		556
Social security costs	101		63
Staff pension costs defined contribution	59		36
Computer running costs	44		36
Travelling expenses	28		2
Printing, postage and stationary	9		40
Legal and professional fees	198		172
Accountancy	-		5
Audit fees	41		30
Bank charges	24		14
Insurances (not premises)	94		101
Advertising	52		82
Telecommunications	50		37
Other general office expenses	50		55
Amortisation	13		24
Depreciation	59		48
	<u> </u>		<u> </u>
		(1,562)	(1,301)
Operating loss		(946)	(648)
Interest receivable and similar income			
Bank interest received	-		1
	<u> </u>		<u> </u>
		-	1
Interest payable and similar expenses			
Interest payable - not financial liabilities		(6)	-
		<u> </u>	<u> </u>
Loss before taxation		(952)	(647)
		<u> </u>	<u> </u>

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



**MIDDLESEX
CRICKET**

Middlesex Cricket
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