



# Essex County Cricket Club

## Annual Report and Statement of Accounts

Year ended 31 December 2016

Incorporating Notice of the Annual General Meeting on 28 March 2017





## Notice of Annual General Meeting

The Annual General Meeting of Essex County Cricket Club Limited will be held in the Woodland Group Pavilion Marquee, at The Cloudfin County Ground, New Writtle Street, Chelmsford on Tuesday 28 March 2017 at 7pm.

### AGENDA

1. Welcome and apologies for absence
2. Introduction by the President
3. Minutes of the Annual General Meeting held on 6 April 2016
4. Chairman's report
5. Treasurer's report including Presentation and Adoption of Annual Report and Statement of Accounts
6. Result of General Committee Ballot and Election of the President
7. Recommendation of Honorary Life Vice Presidents
8. Appointment of Auditors
9. Ground Development update
10. Any other business

**Please note it will be necessary to show your 2017 Member's pass to gain admission to the Annual General Meeting on Tuesday 28 March 2017.**

The bar will be open from 6:15pm. Refreshments will also be available.



**D W BOWDEN**  
Company Secretary  
6 March 2017

### VOTING MEMBERS OF THE CLUB

In accordance with Rule 8.13, only Members who have paid their current 2017 subscriptions are eligible to vote at the meeting.

Junior Members, Clubs and Corporate Patrons are Associates and are not entitled to vote.

Essex Cricket is the trading name of Essex County Cricket Club Limited.

# The Club Officers and Committee

**President:** D J Insole CBE

**Chairman:** J L Faragher

**Deputy Chairman:** P Northfield

**Treasurer:** D L Acfield

**Chief Executive:** D W Bowden

## HONORARY LIFE VICE PRESIDENTS:

D L Acfield	Mrs S Downing	G F Harries	B R Kemp	G J Saville
J F Barker	D E East	Sir Alan Haselhurst MP	J R Lucas	B Taylor
K C Brown OBE	Mrs S Edwards	N R A Hilliard	T W Newton	Miss C Ward
P R Butler	J L Faragher	N Hussain OBE	J Parke	D Wilson
Mrs J Carman	K W R Fletcher OBE	D J Insole CBE	C G J Porter	
F Clark OAM	G A Gooch OBE	R C Irani	R J Poulter	
B M Crawford	M Gordon	J Jarvis	P J Prichard	
A F Debenham	R J Greig	P Keith	P T Roberts	

**Auditors:** RSM UK Audit LLP, Chartered Accountants, Marlborough House, Victoria Road South, Chelmsford, Essex CM1 1LN

**Club Captain:** R N ten Doeschate

**Limited-Overs Captain:** R S Bopara (up to 10 November 2016)

## GENERAL COMMITTEE:

Retire 2017	Retire 2018	Retire 2019
R J Greig	K Bailey	D L Acfield
R C Irani	J F Barker	J L Faragher
P Northfield	P R Butler	W Haq
G J Saville	N R A Hilliard	A Kennedy
B Solanki	J Parke	M Smith

## COMMITTEE AND GROUPS:

General	Executive Board (Formerly 'Executive Committee' up to 10 November 2016)	Audit & Compliance Group (Formerly 'Audit & Investment Committee' up to 10 November 2016)	Cricket Committee (disbanded from 10 November 2016)	Membership Committee (disbanded from 10 November 2016)
J L Faragher P Northfield D L Acfield K Bailey J F Barker P R Butler * P George R J Greig W Haq N R A Hilliard D J Insole (President) R C Irani A Kennedy J Parke * I Patterson G J Saville M Smith B Solanki + D W Bowden (voting member from 10 November 2016) + B W Elliott (voting member from 10 November 2016) + R N ten Doeschate + C E W Silverwood	J L Faragher P Northfield D L Acfield J F Barker * P George R C Irani W Haq * A Kennedy + D W Bowden (voting member from 10 November 2016) + B W Elliott (voting member from 10 November 2016)	D L Acfield (Chairman) P R Butler J L Faragher P George P Northfield I Patterson + D W Bowden + B W Elliott  <b>Cricket Advisory Group</b> (as of 10 November 2016)  R C Irani (Chairman) D L Acfield (Vice Chairman) D W Bowden J L Faragher K W R Fletcher G A Gooch C E W Silverwood	R C Irani (Chairman) D L Acfield (Vice Chairman) P R Butler J L Faragher * K W R Fletcher * G A Gooch R J Greig W Haq * P Harvey N R A Hilliard D J Insole A Kennedy G Saville B Solanki * J Stephenson + D W Bowden + R S Bopara + R N ten Doeschate + C E W Silverwood	J F Barker (Chairman) M Smith (Vice Chairman) D L Acfield J F Barker P R Butler J L Faragher R J Greig N R A Hilliard P Northfield J Parke B Solanki + D W Bowden

The President is an ex-officio member of the Committee and the Chairman, Deputy Chairman and Treasurer are ex-officio members of all Committees where they are not formally appointed members.

\* Indicates a co-opted member of the Committee. + Indicates staff attending Committees who have no voting rights.

## Chairman's Report

The first thing I must say is how privileged and energised I feel in my role as Chairman of Essex County Cricket Club. The first 12 months as Chairman have proved to be an exciting and stimulating period of time for both myself and the Club. I sincerely hope the next year will prove to be the same.

Back in April 2016 at the AGM I made it clear that our aim was to gain promotion to Division One, and push hard for trophies in the NatWest T20 Blast and Royal London One-Day Cup competitions. Well, we won Division Two and again reached the quarter-finals in the other competitions. I think it is fair to say that although we underachieved in the limited-overs games, I firmly believe that this year we can fulfil our ambitions and go the whole distance.

The 2016 season saw Ravi Bopara pass 10,000 first class runs, Ryan ten Doeschate pass 8,000 runs, Tom Westley pass 6,000 runs and Dan Lawrence score in excess of 1,000 runs in all competitions. On the bowling front both Ravi Bopara and Jamie Porter took in excess of 50 wickets each.

Our aim for 2017 is to build on the success of 2016. We have in place a squad that is young, talented, experienced and, along with everybody associated with the Club, hungry for success. The strength of our Academy and Junior structure is the key to our future, and we will continue with the plans to develop our own players. You will have seen recently that Essex First Team squads consistently had a majority of Essex bred players and this will increase further with the return of Varun Chopra and Adam Wheeler.

Now that we are playing in Division One it is essential that we have the necessary balance and experience within the squad, and the recent signings of Mohammad Amir, Simon Harmer and Neil Wagner clearly demonstrate that we aim to make our presence felt this season. I think we will surprise a number of counties this year.

For 2017, Ravi Bopara has decided to relinquish the captaincy of the limited-overs side. Ravi is a firm favourite at Chelmsford, an outstanding cricketer, whose skills will play a major part in our drive for success in 2017.

Ryan ten Doeschate will captain the Club in all competitions, a task he is eager to undertake. Ryan is a proven leader, and, with the skills he has developed in both the domestic and International game, he will ensure that as we push hard for success in all competitions, and ensure that Essex continues to play exciting and entertaining cricket.

Mention must be made of Chris Silverwood's first full season as Head Coach. From day one Chris has made the job his own. His coaching and management style made an immediate impact on the whole cricketing side of the Club. Together with the other members of the coaching team he has installed a new dimension and energy into the game, clearly visible every time we took to the field of play. The results speak for themselves. A very successful first season in charge.

At the end of the season Jaik Mickleburgh, Tom Moore and Jesse Ryder left the Club. Jaik spent 10 years with Club, during which time he scored 4,978 runs in 101 First-Class games. He was at all times a true professional, a great ambassador for Essex Cricket and we hope that he is successful in finding further opportunities within the game. Tom completed a two-year contract, taking 18 wickets. Jesse's contract came to an early end in August when it was mutually agreed he would return to New Zealand. We wish them all every success in the future, we hope to see them back at Chelmsford in the years to come.

The retirement of two Essex favourites, David Masters and Graham Napier, at the end of the season was the only cloud in an otherwise very bright summer. They have both been outstanding servants of not only Essex Cricket, but cricket in general. They represent everything Essex Cricket stands for – passionate, exciting and entertaining cricket, played in the true spirit of the game. They will be sorely missed, but we are optimistic that we have the new Napes and Hoddy coming through the ranks, so it's not all doom and gloom. Essex Cricket wishes them all the very best for the future and we look forward to seeing them back at Chelmsford whenever possible.

On the financial front, the Club has reported a profit for the year. We are,

however, still heavily dependent on funding from the ECB. Income generation for us continues to be dependent on limited-overs cricket, in particular the T20. Although Sky Sports has the exclusive rights until 2019, income from T20 comes through the gate and not from television. The revenue generated from the T20 tournament is vital for the future of our business and we must do all in our power to ensure that this is not taken away from us.

The future of the game is the hot topic right now. I want to make it clear that Essex will not support major changes to the format of the game that we believe will devalue not only the County Championship, but also the domestic T20 and 50-over competitions. We recognise that for the game to grow and be successful we must engage with the next generation of cricket followers and in parallel satisfy the expectations of our members and other cricket enthusiasts. At the moment I am not convinced the eight team city-based tournament is the way forward and to date the only agreement we have made is for further evaluation and discussion on the proposal. A meeting to discuss the final outcome has been arranged for 27 March, with Chairmen and CEOs from all counties in attendance.

You will be aware that for this coming season in the Specsavers County Championship, there will only be eight teams in Division One and ten in Division Two, with two teams to be relegated and two promoted. I know this means one less home game, and despite Essex voting against the plan it is an ECB decision and it is our responsibility to implement the new structure as successfully as we can. I hope the attraction of several counties who have not visited us for a number of seasons will help compensate for the reduction in games at Chelmsford. This year will also see the first Test match in England to be played as a day/night game under floodlights. In addition, there will be day/night cricket in Division One of the Specsavers County Championship. All matches commencing on 26 June will be played with a pink ball under floodlights. We will be playing Middlesex in what I believe will be an interesting experiment and I hope that as many members as possible will attend.



## Chairman's Report (continued)

The Ground Development is still covered by a cloud of uncertainty. Recent meetings with the developer have been unable to resolve the concerns the Club has moving forward and as a result the development will be placed on hold for another season. This is particularly frustrating for everybody involved with the project, but before we move forward we must ensure that any redevelopment of the ground adds up financially. I repeat what was said last year, we will not place the Club at risk, we will certainly not enter into agreements which could result in the Club facing financial disaster later in the programme. In the meantime, during the winter a number of improvement actions will be undertaken in several key areas around the ground, all of which are scheduled to be completed for the start of the season.

Following the EGM in November 2016 the revised constitution was implemented with immediate effect. This has delivered a streamlined management structure for the Club, details of which are on page 4 of the Report and Accounts.

In 2017, Graham Saville and Rod Greig, having served 36 and 24 years respectively, retire from your Committee. During his 36 years, Graham was Chairman of Cricket for 27 years. His knowledge and understanding of the game combined with his passion and devotion for the success of the Essex side has ensured the Club has continued to thrive and reach the position we are in today. A supreme effort. Rod is one of those guys who quietly and efficiently undertakes his role as Committee Member, and you

would be hard pushed to find a more loyal, and willing individual. During his 24 years, Rod has served on all sub-Committees, managed some of our younger age group sides, acted as the Liaison Manager for the Bangladesh touring side, operated the scoreboard, driven the Club Transit van and just about anything else requested of him. A true Club man and great guy. On behalf of everybody associated with Essex Cricket, I would like to express our sincere thanks to both for their time and effort in supporting the Club.

Also retiring this year is John Childs, our Academy Director. John joined the Club in 1985 and retired from playing in 1996. He then held a number of positions in the Club including Cricket Development Officer and Captain of the Second XI, before, in 2008 following the departure of Peter Such, he became the Academy Director. This was a position he held with great distinction, and he can look back at what he has achieved with pride and satisfaction. However, we are pleased to announce that John will continue his relationship with Essex, working for the Club as Head Scout. Barry Hyam is the new Academy Director and we wish him all the very best in his new role. The Academy is key to our future success, recognising and developing our stars of the future takes time and devotion by all concerned and Barry is exactly the right person to lead us on this journey.

I would like to place on record my sincere thanks to our Chief Executive, Derek Bowden. He has been a major factor in our success both on and off the pitch. Under

his guidance, the Commercial Team has again excelled, seeing our revenue streams exceed budgets in 2016. We continue to invest further in our IT functions to enhance the customer experience at the ground, vital if we are to keep pace with the major changes facing businesses today. I would also like to recognise the contributions of our Finance Director, Bernard Elliott, and his team who ensure we do not live beyond our means. Thanks as well to Stuart Kerrison, Graham Childs and their respective teams for the preparation and maintenance of both the playing arena and the ground in general, often in very challenging conditions. Finally, to all members of the Committee who have supported me this year, and who willingly give their time, free of charge in serving our Club.

I would like to thank all our members for their continued support throughout 2016. Membership is the foundation of Essex County Cricket Club, and long may that continue. Together with everybody associated with the Club, the players, staff and Membership, we are all looking forward to the 2017 season with a sense of anticipation and excitement. I know that when we all come together as Team Essex, we can achieve what some believe to be the impossible. We know we can do it. Here's to a successful 2017.



**J L Faragher**  
Chairman

## Treasurer's Report

These annual reports are becoming somewhat repetitive. Each year, despite the best efforts of the players and the Commercial department, the Club spends more than it earns and appears to be heading for a significant loss. Then the ECB decides that it can release more money to the counties which means the figures look much better. 2016 was no exception and the additional £300,000 from the ECB resulted in the Club recording a small profit. The regularity with which this is occurring makes it tempting to assume that this is now the norm and to budget accordingly but, since there is no guarantee and the money is only released late in the year, your Committee is not minded to do so.

Operating (loss) / profit together with investment income recorded a loss this year of £32,704 compared to a profit in 2015 of £56,905. The trading loss of £32,704 in 2016 was converted into a profit before tax of £95,390, following both realised and unrealised investment gains of £128,094 as explained below.

It was inevitable that there would be a small decline in the income from Membership compared to 2015 since that year's figure was inflated by those wishing to watch the Australians at Chelmsford. Conversely the contribution from Sponsorship and Advertising increased significantly and the Commercial and Marketing teams are to be congratulated on their work in securing additional sponsorship income, which is up £136,000 over that achieved in 2015. With a less attractive Tourist game, total gate receipts at Chelmsford declined but those from NatWest T20 Blast and Specsavers County Championship matches were higher than 2015 whilst those from Royal London One-Day Cup matches were slightly down. Corporate hospitality income decreased by £52,000 as 2015 included Australia, but income from T20 increased over that achieved in 2015.

The contributions from the Essex Auto Group Graham Gooch Cricket Centre and the Cricket Store were broadly in line with expectations while those from Conferencing & Events and income from our catering profit share increased again by £11,000, following a significant increase last year.

The ever increasing cost of producing and maintaining a squad of players capable of competing with the large, metropolitan grounds with their much greater resources and providing the team with the support staff and facilities expected in the modern game has been a constant refrain in these reports. In 2016, the cost of hotels and travel for both First Team and Second Team cricket has again increased and certainly for the First Team, is budgeted to increase further in 2017. During 2016, we offered new enhanced contracts to several players and also strengthened the playing squad towards the end of the season with the addition of two former players with Division One experience. Some of these increases were budgeted, but some were in excess of budget as we looked to secure the longer term services of several key members of the squad following our return to Division One.

Whilst the deliberations on the Ground Development continue, it is vital to provide our Members, spectators and sponsors with decent facilities. We continue to invest where we can in maintenance of the ground but are mindful that a go ahead with Development could mean that certain expenditure may only be for the short term. We have planned expenditure around the ground in several areas to improve facilities, which are scheduled to be completed around the start of the season.

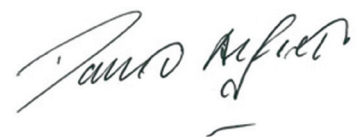
The value of our investments rose and they continue to provide a useful income. Last year's report stated that it might be necessary to use some of this money to strengthen the playing staff; this has, so far, not been necessary but your Committee believes this option should remain on the table with the proviso that a significant proportion of the capital remains. During the year, our investment managers reorganised our portfolio and we recorded gains on the disposal of some of our investments of £33,000. The fair value of our investments as of 31 December 2016 had increased by £95,000 over either the fair value last year, or cost of additions this year.

2017 sees yet another alteration to the playing structure. It is difficult to see why playing the 50-over competition

early in the season will make much difference to the gate receipts and one less Championship match meant that the difficult decision regarding Colchester had to be taken. T20 in the height of summer has its attractions but the scheduling is expected to result in a small reduction in the Club's finances since most of our matches are already playing to a full house under floodlights. Matches played at the weekend tend to result in reduced ticket, hospitality and catering income compared to evening weekday matches. If this latest revamp can be viewed as broadly neutral financially, the ECB initiative regarding eight T20 teams playing matches at major grounds and scheduled, if accepted by the counties, to start in 2020 may have a much more significant impact. Your Committee will be studying the final proposals closely to gauge the effect on the Club's finances and on county cricket in general.

Risking repetition once again, next year looks to be decidedly challenging with initial forecasts suggesting another significant loss. Your Committee is determined that, having gained promotion, it will do all it can to enable the team to stay there and to improve on the quarter-final placings in the limited-overs competitions. This, inevitably means an increase in expenditure on players. We still have our reserves, which means we are better off than many but there is only so much that can be done to reduce the shortfall. Then again, the cavalry in the form of the ECB may ride to the rescue.

In difficult times and with tough decisions to be made, it is crucial that your Committee is fully aware of the financial position at any given time. Thanks to our Finance Director, Bernard Elliott, and his team, we are.



**David Acfield**

## Statement of the Committee of Management's Responsibilities

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

The Co-operative and Community Benefit Societies Act 2014 requires the Committee of Management to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Society and of the profit or loss of the Society for that period.

In preparing these financial statements, the Committee of Management are required to:

- a. Select suitable accounting policies and then apply them consistently
- b. Make judgements and accounting estimates that are reasonable and prudent;
- c. Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Society will continue in business.

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



## Chief Executive's Report

We did it! After a number of years of trying, and nearly gaining promotion to Division One, last year we achieved our objective. This wasn't an accident, as the Club had put in place a strategy to get ourselves promoted within a 3-5 year period, three years ago. Last year, as you are all aware, we made a number of changes to the coaching team, support staff and importantly, the playing squad. These changes paid off in a year, when ironically, only one team was promoted to Division One. We are all extremely proud of the Club's achievement, as I'm sure are you, the Members. The challenge now is to remain in Division One, achieve success in it and make further progress in white ball cricket.

Next season sees a number of changes in the format of cricket in this country. As has been publicised, we are moving towards a red and white ball "block" system. The impact of which is designed to benefit both England players and cricket as a whole, enabling players to focus for specific time periods on different variants of the game. Unfortunately, as you will have noticed, this has resulted in a limited amount of four-day cricket being played during the peak summer months, with the NatWest T20 Blast competition taking precedence in the month of July. On the plus side, early signs are that the T20 block is proving very attractive to supporters, on the negative side, we will have only one home four-day game during the three peak summer months. This has resulted in our decision to not play a competitive First Team match in Colchester. I know this hasn't been a popular decision in some quarters, but I should reiterate that it isn't necessarily a permanent move. We will review the situation again next year when fixtures are being discussed with the ECB.

Much has been written about the potential for a new T20 competition taking place from the year 2020. At the time of writing, no decision has been made and we as a Club have been very vocal in our concerns regarding the new competition and its

impact on the game at large. We await final proposals from the ECB with regard to the format of the new competition and therefore its impact on us as a County before taking a decision, in consultation with our Membership, to support it or not. Having said this, it is undoubtedly the case that the game needs to make changes in order to appeal to younger generations of players and supporters. To this end, a lot of work is being done at a national level by the ECB and locally by, in particular, our County Board, to create new formats and inspire young people to choose our game. Last month saw the launch of All Stars Cricket, a new format of the game, aimed at 5-8 year old's to encourage them to pick up a bat and ball. We support this initiative wholeheartedly, it is one of a number of programmes that have been and will be put in place, to support; Youth participation, the Recreational game, Women's cricket and Disability cricket, not just in Essex but throughout East Anglia and East London. The future success in both player development and spectator support for Essex County Cricket Club is dependent upon such initiatives.

Not only have we achieved success on the field of play, but also commercially. The Commercial and Marketing team here at the Club have had an excellent year too. All of our key sponsors now have extended contracts with the Club and in terms of inventory around the ground, there isn't much left for us to sell! So whilst I would like to congratulate Chris Silverwood, Ryan ten Doeschate and the players for a great year, I would also like to thank all members of staff for an outstanding performance, which has enabled us to challenge and succeed in gaining promotion. One Team, One Dream.

I would also like to congratulate Alastair Cook on receiving his CBE, from Her Majesty The Queen in February this year. Following his decision to stand down as Captain of England, we are hoping to see

more of Alastair during the 2017 season, and I'm sure all our Members look forward to welcoming him back to the ground this year.

Finally, I would like to thank you, our Members for your continued support. Perhaps not surprisingly, following last year's success on the field of play, our Membership numbers are already up year on year, and the level of renewals have been high. There is clearly a lot of optimism in the air, fuelled by the success of last year and changes that we have made, in particular with the playing squad over the closed season. At the risk of tempting fate, we are all very excited about the season ahead both on and off the field of play and look forward to welcoming you to the now renamed Cloudfm County Ground, next season.

### STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

The Committee Members who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditors are unaware. The Committee Members have confirmed that they have taken all the steps that they ought to have taken as Committee Members in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditors.

### AUDITORS

A resolution to reappoint RSM UK Audit LLP, Chartered Accountants, as auditors will be put to the members at the Annual General Meeting.



**Derek Bowden**  
Chief Executive

# Independent Auditor's Report to the Members of Essex County Cricket Club Limited

## OPINION ON FINANCIAL STATEMENTS

We have audited the financial statements on pages 11 to 25. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the Society's affairs as at 31 December 2016 and of its income and expenditure for the year then ended; and
- comply with the requirements of the Co-operative and Community Benefit Societies Act 2014.

## SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditscopeukprivate>.

## 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 Society's Committee of Management in respect of a previous year of account for all subsidiaries listed in note 8(a) 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 Society's Committee of Management for that reason.

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

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:

- proper books of account have not been kept by the Society in accordance with section 75; or
- a satisfactory system of control over transactions has not been maintained by the Society in accordance with section 75; or
- the income and expenditure account, and the balance sheet are not in agreement with the books of account of the Society; or
- we have not obtained all the information and explanations which, to the best of our knowledge and belief, we consider necessary for the purposes of our audit.

## RESPECTIVE RESPONSIBILITIES OF THE COMMITTEE OF MANAGEMENT AND AUDITOR

As explained more fully in the Statement of the Committee of Management's Responsibilities set out on page 8, the committee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

This report is made solely to the Society's members, as a body, in accordance with the provisions of section 87 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Society'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 responsibility to anyone other than the Society and the Society's members as a body, for our audit work, for this report or for the opinion we have formed.

RSM UK Audit LLP

**RSM UK Audit LLP**  
Statutory Auditor  
Chartered Accountants  
Marlborough House  
Victoria Road South  
Chelmsford  
Essex  
CM1 1LN

7 March 2017

# Essex County Cricket Club Limited

## Income and Expenditure Account

for the year ended 31 December 2016

		2016		2015	
	NOTES	£	£	£	£
<b>Trading income</b>	<b>2</b>		5,274,519		5,405,566
<b>Expenditure</b>	<b>2</b>		(5,345,052)		(5,382,917)
<b>Operating (loss) / profit</b>			(70,533)		22,649
Interest receivable and similar income	<b>3</b>	37,829		34,256	
Profit on sale of investments		33,336		-	
Profit on sale of fixed assets		-		210,899	
Fair value gain / (loss) on fixed asset investments	<b>8b</b>	94,758		(28,126)	
			165,923		217,029
<b>Profit on ordinary activities before taxation</b>	<b>4</b>		95,390		239,678
Taxation	<b>6</b>		(21,074)		(118,521)
<b>Retained profit for the financial year</b>	<b>16</b>		74,316		121,157
<b>Total comprehensive income for the year</b>			74,316		121,157

The income and expenditure account has been prepared on the basis that all operations are continuing.

# Essex County Cricket Club Limited

## Balance Sheet

as at 31 December 2016

		2016		2015	
	NOTES	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	7	1,707,400		1,716,204	
Investments	8	1,374,434		1,246,445	
			3,081,834		2,962,649
<b>Current assets</b>					
Stock	9	46,598		38,073	
Debtors	10	1,218,391		1,022,606	
Cash in hand and at bank		192,260		307,871	
		1,457,249		1,368,550	
<b>Current liabilities</b>					
Subscriptions and fees paid in advance		142,086		67,504	
Creditors due within one year	11	978,000		791,998	
		1,120,086		859,502	
<b>Net current assets</b>			337,163		509,048
			3,418,997		3,471,697
<b>Deferred income</b>	12	(334,770)		(465,491)	
<b>Provision for liabilities and charges</b>	14	(114,669)		(110,958)	
<b>Net assets</b>			2,969,558		2,895,248
Financed By:					
<b>Share capital</b>	15		179		185
<b>Accumulated fund</b>	16		2,969,379		2,895,063
<b>Shareholders' funds</b>			2,969,558		2,895,248

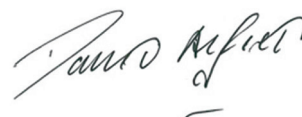
The Financial Statements on pages 11 to 25 were approved by the General Committee and authorised for issue on 6 March 2017 and are signed on its behalf by:



D W Bowden  
Company Secretary



J L Faragher  
Chairman



D L Acfield  
Treasurer

# Statement of Changes in Equity

for the year ended 31 December 2016

	Ordinary share capital	Accumulated fund	Total
	£	£	£
<b>Balance at 1 January 2015</b>	178	2,773,906	2,774,084
Profit and total comprehensive income for the year	-	121,157	121,157
Transactions with members in their capacity as members			
Issue of shares	30	-	30
Redemption of shares	(23)	-	(23)
Total transactions with members in their capacity as members	7	-	7
<b>Balance at 31 December 2015</b>	185	2,895,063	2,895,248
Profit and total comprehensive income for the year	-	74,316	74,316
Transactions with members in their capacity as members			
Issue of shares	29	-	29
Redemption of shares	(35)	-	(35)
Total transactions with members in their capacity as members	(6)	-	(6)
<b>Balance at 31 December 2016</b>	179	2,969,379	2,969,558



# Essex County Cricket Club Limited

## Statement of Cash Flows

for the year ended 31 December 2016

	2016	2015
	£	£
<b>Cash flows from operating activities</b>		
<b>Profit for the financial year</b>	74,316	121,157
Adjustments for:		
Depreciation of tangible assets	170,102	153,722
Profit on disposal of fixed assets	(1,833)	(210,899)
Profit on disposal of investments	(33,336)	-
Amounts released from deferred income	(130,721)	(33,412)
Fair value (gain) / loss on fixed asset investments	(94,758)	28,126
Interest received	(115)	(263)
Dividends received from fixed asset investments	(37,714)	(33,993)
Taxation	21,074	118,521
	<u>(32,985)</u>	<u>142,959</u>
Increase in stock	(8,525)	(992)
(Increase) / decrease in debtors	(195,785)	331,296
Increase in creditors	265,886	15,955
	<u>28,591</u>	<u>489,218</u>
<b>Cash generated from operations</b>		
Corporation tax paid	(22,665)	(409)
	<u>5,926</u>	<u>488,809</u>
<b>Net cash generated from operating activities</b>		
<b>Cash flows from investing activities</b>		
Purchases of tangible assets	(159,465)	(407,513)
Receipts from sale of fixed asset investments	541,115	-
Payments to acquire fixed asset investments	(541,010)	-
Interest received	115	263
Dividends received from fixed asset investments	37,714	33,993
	<u>(121,531)</u>	<u>(373,257)</u>
<b>Net cash used in investing activities</b>		
<b>Cash flows from financing activities</b>		
Issue of ordinary share capital	29	30
Redemption of ordinary share capital	(35)	(23)
	<u>(6)</u>	<u>7</u>
<b>Net cash (used in) / generated from financing activities</b>		
<b>Net (decrease) / increase in cash and cash equivalents</b>	<u>(115,611)</u>	<u>115,559</u>
<b>Cash and cash equivalents at the beginning of the year</b>	307,871	192,312
<b>Cash and cash equivalents at the end of the year</b>	<u>192,260</u>	<u>307,871</u>

# Essex County Cricket Club Limited

## Notes to the Accounts

for the year ended 31 December 2016

### 1 ACCOUNTING POLICIES

#### 1.1 GENERAL INFORMATION

Essex County Cricket Club Limited ("the Company") is a society registered under the Co-operative and Community Benefit Societies Act 2014. The Company is domiciled and registered in England.

The address of the Company's registered office and principal place of business is The Cloudfm Ground, New Writtle Street, Chelmsford, Essex CM2 0PG.

The Company's principal activity is the operation of a professional cricket club and is one of the eighteen first class counties that compete in league and cup competitions in England run by the England and Wales Cricket Board ("The ECB").

#### 1.2 BASIS OF PREPARATION

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 have been prepared on the historical cost basis except for the modification to a fair value basis for listed investments.

The financial statements are presented in sterling (£), which is also the functional currency of the Company.

The financial statements present information about the Society as an individual entity and not about its group. The Society has previously obtained permission under section 99, subsection (3) of the Co-operative and Community Benefit Societies Act 2014 not to prepare group accounts on the basis that the subsidiaries are dormant and not material for the purpose of giving a true and fair view. The Committee of Management believe that it is entitled to continue to apply that exemption in the current year.

#### 1.3 GOING CONCERN

After reviewing the Company's forecasts and projections, the Committee of Management have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. The Company therefore continues to adopt the going concern basis in preparing its financial statements.

#### 1.4 TANGIBLE FIXED ASSETS

Tangible fixed assets are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost of each asset to its estimated residual value on a straight line basis over its expected useful life, as follows:

Freehold properties	2% - 10% on cost
Other equipment	10% - 25% of additions at cost (based on estimated useful life of the asset)
Motor vehicles	25% on net book value

All individual items under £1,000 are treated as revenue costs. No depreciation was provided on freehold buildings prior to 30 September 1980.

#### 1.5 IMPAIRMENT OF FIXED ASSETS

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such indications exist, the Company estimates the recoverable amount of the asset.

Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of fair value less costs to sell and value-in-use, are recognised as impairment losses.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Reversals of impairment losses are recognised in profit and loss. On reversal of an impairment loss, the depreciation is adjusted to allocate the assets revised carrying amount over its remaining useful life.

### 1.6 GRANTS

Grants received towards the construction costs of the Cricket School have been treated as deferred income. This is credited to the income and expenditure account on a straight line basis over 50 years, in line with the depreciation policy for this asset. Grants received from the ECB towards capital investment or other expenses not yet incurred are credited to a deferred income account and released to profit or loss in line with the depreciation policy relating to the assets purchased, as disclosed under note 1.13. Amounts released to the profit or loss are disclosed in notes 4 and 12 to these accounts.

### 1.7 SUBSCRIPTIONS

Subscriptions are credited in the year to which they apply. Life subscriptions are credited in their first year.

### 1.8 INCOME

Income is stated excluding value added tax as appropriate. Income from marketing, matches, cricket operations and cricket centre are recognised when the substantial risks and rewards have been transferred.

### 1.9 BARTER TRANSACTIONS

Turnover and costs in respect of barter transactions are recognised only where there is persuasive evidence of the value at which, if it had not been exchanged, the items would have been sold for cash in a similar situation.

### 1.10 TAXATION

The tax expense represents the sum of the current tax expense and deferred tax expense. Current tax assets are recognised when tax paid exceeds the tax payable.

Current tax is based on the taxable profit for the year. Taxable profit differs from the income and expenditure account because it excludes items of income or expense that are taxable or deductible in other periods. Current tax assets and liabilities are measured using tax rates that have been enacted or substantively enacted by the reporting date.

Deferred tax is calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled based on the tax rates that have been enacted or substantively enacted by the reporting date.

Deferred tax liabilities are recognised in respect of all timing differences that exist at the reporting date. Timing differences are differences between taxable profits and the income and expenditure account that arise from the inclusion of income and expenses in tax assessments in different periods from their recognition in the financial statements. Deferred tax assets are recognised only to the extent that it is probable that they will be recovered by the reversal of deferred tax liabilities or other future taxable profits.

Current tax assets and current tax liabilities and deferred tax assets and deferred tax liabilities are offset, if and only if, there is a legally enforceable right to set off the amounts and the Company intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

### 1.11 RETIREMENT BENEFITS

Defined contribution plans

For defined contribution schemes the amount charged to income and expenditure is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

### 1.12 INVESTMENTS

Investments held as fixed assets are classified as financial instruments and accounted for in accordance with the accounting policy at fair value through profit and loss as set out in accounting policy 1.17.

### 1.13 ENGLAND AND WALES CRICKET BOARD (ECB)

The Club accounts for income from the ECB on an accruals basis. Capital grants received are credited to a deferred income account and released to profit or loss in line with the depreciation policy relating to the assets purchased, as set out in accounting policy 1.6.

### 1.14 DONATIONS AND LEGACIES

Donations and legacies are accounted for on a receivable basis.

### 1.15 OPERATING LEASES

Rentals payable under operating leases are charged to the income and expenditure account on a straight line basis over the period of the lease.

### 1.16 STOCK

Stock is valued at the lower of cost and net realisable value. Net realisable value is based upon estimated selling price less further costs expected to be incurred to completion and disposal. Provision is made for obsolete and slow-moving items.

### 1.17 FINANCIAL INSTRUMENTS

The company has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments Issues’ of FRS 102, in full, to all of its financial instruments.

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the instrument, and are offset only when the Company currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

#### Financial assets

Trade and other debtors

Trade and other debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of trade debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in profit and loss for the excess of the carrying value of the trade debtor over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised in profit or loss.

#### Listed investments

Listed investments are equity investments over which the Company has no significant influence, joint control or control and are initially measured at transaction price. Transaction price includes transaction costs, except where trade investments are measured at fair value through profit or loss when transaction costs are expenses to profit or loss as incurred.

The fair value of listed investments quoted on a recognised stock exchange is the quoted bid price.

#### Financial liabilities and equity

Financial instruments are classified as liabilities and equity instruments 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 Company after deducting all of its liabilities.

Trade and other creditors

Trade and other creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Equity instruments

Financial instruments classified as equity instruments are recorded at the fair value of the cash or other resources received or receivable, net of direct costs of issuing the equity instruments.

### 1.18 CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

## Annual Report and Statement of Accounts – Notes to the Accounts

The only critical accounting estimates and assumptions made within these accounts relates to the carrying value of the ground development costs and the carrying value of assets that will have to be written off if the development goes ahead. The effect of these assumptions are disclosed in note 7 to these accounts.

### Critical areas of judgement

The only critical area of judgement made in the preparation of these accounts, is that there is reasonable expectation that the ground development will take place, and as disclosed above and in note 7 to these accounts, costs have been capitalised on this basis and also disclosure made of the affect on current carrying values of fixed assets

## 2 TURNOVER AND EXPENDITURE

All turnover was generated within the United Kingdom. An analysis of the Company's turnover by class of business is as follows:

	2016		2015	
	£	£	£	£
	INCOME	COSTS	NET	NET
Membership	398,794	132,176	266,618	282,809
Commercial	901,142	342,647	558,495	347,435
Matches	1,197,227	512,320	684,907	833,485
Cricket operations	2,419,073	2,893,040	(473,967)	(402,471)
Cricket Centre	144,310	110,719	33,591	45,342
Retail shop	160,312	148,715	11,597	9,751
Rents receivable	42,607	-	42,607	52,239
Buildings	-	514,105	(514,105)	(519,282)
Other Items	11,054	691,330	(680,276)	(626,659)
<b>Total</b>	<b>5,274,519</b>	<b>5,345,052</b>	<b>(70,533)</b>	<b>22,649</b>

## 3 INTEREST RECEIVABLE AND SIMILAR INCOME

	2016	2015
	£	£
Dividend income from fixed asset investments	37,714	33,993
Interest on bank deposits	115	263
	<u>37,829</u>	<u>34,256</u>



#### 4 PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION

Profit on ordinary activities before taxation is stated after charging / (crediting) the following:

	2016	2015
	£	£
Auditors remuneration – audit fee	22,500	15,100
Auditors remuneration – non audit fees	3,360	3,185
Depreciation of tangible fixed assets	170,102	153,722
Amounts released from deferred income	(130,721)	(33,412)
Profit on disposal of tangible fixed assets – land and buildings	-	(210,899)
Profit on disposal of tangible fixed assets within operating profit	(1,833)	-
Profit on disposal of fixed asset investments	(33,336)	-
Fair value (gain) / loss on fixed asset investment	(94,758)	28,126
Stock:		
- amounts expensed to cost of sales	99,192	94,039

Other fees amounting to £Nil (2015: £2,700) were paid to the auditors in connection with consultancy work relating to the ground development project and have been capitalised. See Note 7.

No member of the Committee received any remuneration or expenses for the performance of their duties.

#### 5 STAFF COSTS

Average number of people employed by the club, both full and part time, was as follows:

	2016	2015
	£	£
Playing staff	21	21
Coaches and scorers	7	6
Cricket operations and stewards	21	22
Ground operations and buildings	12	11
Marketing and sales	10	10
Cricket centre	17	16
Cricket Academy	5	4
Retail shop	4	5
Administration	10	10
Membership	3	3
	<b>110</b>	<b>108</b>

Aggregate payroll costs

	2016	2015
	£	£
Wages and salaries	2,608,331	2,621,518
Social security costs	263,800	274,017
Other pension costs	155,602	160,144
Other costs	83,803	80,342
	<b>3,111,536</b>	<b>3,136,021</b>

**6 TAXATION**

	2016	2015
	£	£
<b>Current Tax:</b>		
UK corporation tax on profit for the period	12,266	19,886
Adjustments in respect of previous periods	5,097	-
Total current tax	<u>17,363</u>	<u>19,886</u>
<b>Deferred Tax:</b>		
Origination and reversal of timing differences	8,431	72,483
Adjustments in respect of previous periods	(4,720)	26,152
Total deferred tax	<u>3,711</u>	<u>98,635</u>
Total tax on profit on ordinary activities	<u>21,074</u>	<u>118,521</u>
Factors affecting tax charge for the period		
The tax assessed for the period is lower than the standard rate of corporation tax in the UK (20%).		
The differences are explained below:		
Profit on ordinary activities before tax	<u>95,390</u>	<u>239,678</u>
Profit on ordinary activities multiplied by the standard rate of corporation tax in the UK of 20% (2015:20%)	19,078	47,936
Effects of:		
Expenses not deductible / (income not taxable) for tax purposes	(4,095)	4,224
Other short term timing differences	(3,407)	(1,699)
Fixed asset timing differences	7,402	(32,862)
Chargeable gain	6,606	81,379
Change in tax rates	(4,887)	(10,468)
Adjustment to tax charge in respect of previous periods	377	26,152
Tax losses utilised	-	3,859
Total tax charge for the period	<u>21,074</u>	<u>118,521</u>

**7 FIXED ASSETS****Freehold Land and Property**

	<b>Stadium £</b>	<b>Cricket School £</b>	<b>Equipment £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
<b>Cost</b>					
Opening balance 1 January 2016	2,468,006	351,809	855,407	158,717	3,833,939
Additions	35,534	–	99,240	27,191	161,965
Disposals	–	–	–	(3,750)	(3,750)
Closing balance 31 December 2016	<u>2,503,540</u>	<u>351,809</u>	<u>954,647</u>	<u>182,158</u>	<u>3,992,154</u>
<b>Depreciation</b>					
Opening balance 1 January 2016	1,213,403	200,914	569,032	134,386	2,117,735
Charge for year	40,195	6,645	110,547	12,715	170,102
Disposals	–	–	–	(3,083)	(3,083)
Closing balance 31 December 2016	<u>1,253,598</u>	<u>207,559</u>	<u>679,579</u>	<u>144,018</u>	<u>2,284,754</u>
<b>Net Book Value</b>					
31 December 2016	<u>1,249,942</u>	<u>144,250</u>	<u>275,068</u>	<u>38,140</u>	<u>1,707,400</u>
31 December 2015	<u>1,254,603</u>	<u>150,895</u>	<u>286,375</u>	<u>24,331</u>	<u>1,716,204</u>

The capitalised costs of the Ground Development Project were £27,347 in 2016, (2015: £184,720) and costs disposed of were £Nil (2015: £389,101) making a total of £234,412 (2015: £207,065) which is included in Stadium. These capitalised costs are not being depreciated as they relate to assets not currently in use.

The Club Committee understand that the current value of fixed assets, £712,364 (net of grants received of £91,575), will have to be written off if the development goes ahead. In view of the value of the new facilities being well in excess of this, the Club Committee consider it is not a necessity to make an impairment provision until contracts for development have been signed.

Included in Stadium / Cricket School is freehold land of £355,841 (2015: £355,841) which is not depreciated.

**8 INVESTMENTS**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
<b>(a) INVESTMENTS IN SUBSIDIARIES (UNLISTED)</b>	<u>6</u>	<u>6</u>

At 31 December 2016 the company held a 100% interest in the following subsidiaries, all incorporated in England and non trading:

	<b>Class of Share</b>	<b>Capital and Reserves (£)</b>
The Essex Shop Limited	Ordinary	2
Essex County Cricket Club Nominees Limited*	Ordinary	4
Essex Cricket Limited	Ordinary	2
ECCC Limited	Ordinary	2
Essex Eagles Limited	Ordinary	2
Essex County Cricket Promotions Limited	Ordinary	8
Essex County Cricket Club Enterprises Limited	Ordinary	2

\* Holds investments on behalf of Essex County Cricket Club Limited

<b>b) LISTED INVESTMENTS</b>	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
<b>Valuation</b>		
At 1 January 2016	1,246,439	1,274,565
Additions	541,010	-
Change in value during the year	94,758	(28,126)
Disposals	(507,779)	-
Closing balance at 31 December 2016	<u>1,374,428</u>	<u>1,246,439</u>
<b>TOTAL INVESTMENTS</b>	<u>1,374,434</u>	<u>1,246,445</u>

The fair values of the listed equity investments are based on quoted market prices for the equity shares using the current bid price.

If listed investments were stated on an historical cost basis rather than a fair value basis, the amounts would have been included as follows:

<b>Cost</b>		
At 1 January 2016	1,033,691	1,033,691
Additions	541,010	-
Disposals	(458,595)	-
Closing balance 31 December 2016	<u>1,116,106</u>	<u>1,033,691</u>
<b>Accumulated impairment</b>		
At 1 January 2016	18,993	10,515
On disposals during year	(16,915)	-
Increase in impairment provision	4,649	8,478
Closing balance 31 December 2016	<u>6,727</u>	<u>18,993</u>
<b>Net book value at 31 December 2016</b>	<u>1,109,379</u>	<u>1,014,698</u>

## 9 STOCKS

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Goods for resale	<u>46,598</u>	<u>38,073</u>

## 10 DEBTORS

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Trade debtors	369,813	185,982
Other debtors	769,263	778,745
Prepayments and accrued income	79,315	57,879
	<u>1,218,391</u>	<u>1,022,606</u>

**11 CREDITORS DUE WITHIN ONE YEAR**

	2016	2015
	£	£
Trade creditors	267,606	221,701
Other creditors	28,635	47,358
Corporation tax	10,994	16,296
Other taxes and social security	209,949	134,015
Accruals	460,816	372,628
	<u>978,000</u>	<u>791,998</u>

**12 DEFERRED INCOME**

	2016	2015
	£	£
Capital grants	219,094	380,469
Other deferred grants	115,676	85,022
	<u>334,770</u>	<u>465,491</u>
The following amounts are expected to be released within one year:		
Capital grants	16,795	5,078
Other deferred grants	115,676	85,022
	<u>132,471</u>	<u>90,100</u>

**13 FINANCIAL INSTRUMENTS**

	2016	2015
	£	£
Financial assets measured at fair value through profit or loss (note 8)	1,374,428	1,246,439
Equity instruments measured at cost less impairment (note 8)	6	6
Financial assets measured at amortised cost	1,139,076	964,727
Financial liabilities measured at amortised cost	757,057	641,687

Financial assets measured at amortised cost represents debtors (excluding taxation and prepayments). Financial liabilities measured at amortised cost represents creditors due within one year less taxation.

**14 PROVISIONS FOR LIABILITIES AND CHARGES**

Provision for deferred tax has been made as follows:	2016	2015
	£	£
Accelerated capital allowances	69,440	75,593
Other timing differences	(3,594)	(3,794)
Tax losses carried forward	(32,802)	(30,012)
Capital gain rolled over	53,970	57,145
Fixed asset investments at fair value	27,655	12,026
	<u>114,669</u>	<u>110,958</u>
Provision at 1 January 2016	110,958	12,323
Deferred tax charge for the period	3,711	98,635
Provision at 31 December 2016	<u>114,669</u>	<u>110,958</u>



## 15 SHARE CAPITAL

Shares are allotted to members not to associates	2016	2015
	£	£
As at 1 January 2016: 3,694 Ordinary Shares of 5p each.	185	178
Redeemed during the year 700 Ordinary Shares of 5p each	(35)	(23)
Allotted during the year 588 Ordinary Shares of 5p each	29	30
At 31 December 2016: 3,582 Ordinary Shares of 5p each	<u>179</u>	<u>185</u>

## 16 ACCUMULATED FUND

	2016	2015
	£	£
Balance at 1 January 2016	2,895,063	2,773,906
Retained profit for the year	74,316	121,157
Balance at 31 December 2016	<u>2,969,379</u>	<u>2,895,063</u>

The accumulated fund of the company represents the balance of accumulated profits reported through the income and expenditure account.

## 17 PENSIONS

Included in staff costs for the period is £155,602 (2015: £160,144) in respect of the Club's contributions to staff and players group personal pension schemes. Amounts accrued for at year end were £21,138 (2015: £18,078).

## 18 RELATED PARTY TRANSACTIONS

The Club has a close association with Essex County Cricket Board Ltd (the Board), the organisation responsible for the development and promotion of recreational cricket in the county. Six representatives from the Club sit on that Board, who may or may not be serving members of the Club's General Committee.

The Club underwrites the activities of the Board and provides accommodation, management, technical, secretarial and overhead support at a subsidised rate which varies from year to year. This amount depends on the level of sponsorship, fundraising or other financial support the Club or the Board are able to generate for the benefit of the Board.

The amount owed by the Board at the year end was £13,505 (2015: £10,762) which is included in other debtors.

Essex Cricket Foundation (ECF), formerly Essex Cricket and Community Trust is the official charity of Essex Cricket. Two representatives from the Club are Trustees of the ECF, together with Graham Gooch and Derek Bowden, the Club Chief Executive, is also Secretary of the Foundation.

The Club received a donation of £54,000 (2015: £43,500) from ECF for sponsorship of the Academy. The Club also paid for various items during the year on behalf of ECF that will be reimbursed by ECF. The balance owing to ECF at the year end was £1,091 (2015: £4,961).

The total remuneration of the key management personnel of the Club was £447,644 (2015: £349,743).

## **19 CAPITAL COMMITMENTS**

Capital commitments contracted for but not provided in the financial statements amounted to £Nil (2015: £Nil).

## **20 CONTINGENT LIABILITY**

During the year ended 31 December 2007, the Club entered into two contracts relating to the proposed redevelopment of the cricket ground. The nature of the contracts gives rise to potential contingent liabilities to the Club and potential impairment of the existing fixed assets. Further details are included in the Reports and note 7 to these accounts. As part of the ground development project, the Club is liable to pay a license fee in relation to the existing council car park of £115,676 per annum. However, there is an agreement in place that the Club will be fully reimbursed for this expense by the developer once the next phase of the development starts until completion of that phase.

## **21 CONTROLLING PARTY**

There is not a controlling party for the club.







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