

# Form AR27

## Trade Union and Labour Relations (Consolidation) Act 1992

### Annual Return for an Employers' Association

Name of Employers' Association:	ENGLAND AND WALES CRICKET BOARD LTD			
Year ended:	31ST JANUARY 2021			
List No:	247E			
Head or Main Office:	LORD'S CRICKET GROUND			
	ST JOHN'S WOOD			
	LONDON			
Postcode	NW8 8QZ			
Website address (if available)				
Has the address changed during the year to which the return relates?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/> ( 'X' in appropriate box)
General Secretary:	SCOTT SMITH			
Contact name for queries regarding the completion of this return:	HARVEY MANNIE			
Telephone Number:	07989 461845			
E-mail:	harvey.mannie@ecb.co.cuk			

**Please follow the guidance notes in the completion of this return**

Any difficulties or problems in the completion of this return should be directed to the Certification Office as below or by telephone to: 0330 1093602

You should sent the annual return to the following address stating the name of the union in subject:

For Employers' Associations based in England and Wales: [returns@certoffice.org](mailto:returns@certoffice.org)

For Employers' Associations based in Scotland: [ymw@tcyoung.co.uk](mailto:ymw@tcyoung.co.uk)

# Contents

Employers' Association's details.....	1
Return of members.....	2
Change of officers.....	2
Officers in post.....	2a
Revenue Account/General Fund.....	3
Accounts other than the revenue account/general fund.....	4-6
Balance sheet.....	7
Fixed Assets Account.....	8
Analysis of investments.....	9
Analysis of investments income (Controlling interests).....	10
Summary sheet.....	11
Notes to the accounts.....	12
Accounting policies.....	13
Signatures to the annual return.....	13
Checklist.....	13
Checklist for auditor's report.....	14
Auditor's report (continued).....	15
Guidance on completion.....	16

## Return of Members

(see note 9)

Number of members at the end of the year				
Great Britain	Northern Ireland	Irish Republic	Elsewhere Abroad (Including Channel Islands)	Totals
416				416

## Change of Officers

**Please complete the following to record any changes of officers during the twelve months covered by this return.**

Position held	Name of Officer ceasing to hold office	Name of Officer appointed	Date of Change
Member of the Board	Colin Graves		31.08.20
Member of the Board		Ron Kalifa	24.11.20
Member of the Board	Lord Patel of Bradford OBE		31.08.20
Member of the Board		Ian Watmore	01.09.20

# Officers in post

(see note 10)

Please complete list of all officers in post at the end of the year to which this form relates.

Name of Officer	Position held
Ian Watmore	Chairman
Katie Bickerstaffe	Member of the Board
Delia Bushell	Member of the Board
Martin Darlow	Member of the Board
Alan Dickinson	Member of the Board
Tom Harrison	Member of the Board
Ron Kalifa	Member of the Board
Barry O'Brien	Member of the Board
Lucy Pearson	Member of the Board
Scott Smith	Member of the Board
Brenda Trenowden	Member of the Board
James Wood	Member of the Board

## Revenue Account / General Fund

(see notes 11 to 16)

Previous Year			£	£
	<b>Income</b>			
	From Members	Subscriptions, levies, etc	-	-
	Investment income	Interest and dividends (gross)		
		Bank interest (gross)	477	477
		Other (specify)		
		Total Investment Income	477	477
	Other Income	Rents received	-	-
		Insurance commission	-	-
		Consultancy fees	-	-
		Publications/Seminars	-	-
		Miscellaneous receipts (specify)		
		Broadcasting/sponsorship Fees	208,333	208,333
		Total of other income		208,333
		<b>Total income</b>		<b>208,810</b>
		<b>Interfund Transfers IN</b>		
	<b>Expenditure</b>			
	Administrative expenses	Remuneration and expenses of staff	43,051	43,051
		Occupancy costs	1,194	1,194
		Printing, Stationery, Post	104	104
		Telephones	300	300
		Legal and Professional fees	1,249	1,249
		Miscellaneous (specify)		
		Total of Admin expenses		45,898
	Other Charges	Bank charges	41	41
		Depreciation	238	238
		Sums written off	-	-
		Affiliation fees	-	-
		Donations	26,822	26,822
		Conference and meeting fees	134	134
		Expenses	2,886	2,886
		Miscellaneous (specify)		
		all other costs not included above	147,666	147,666
		Total of other charges		177,787
		Taxation		
		<b>Total expenditure</b>		<b>223,685</b>
		<b>Interfund Transfers OUT</b>		
		Surplus/Deficit for year		-14,875
		Amount of fund at beginning of year		17,097
		Amount of fund at end of year		2,222









**Balance Sheet as at [ 31 January 2021 ]**

(see notes 19 and 20)

Previous Year		£	£
	<b>Fixed Assets</b> (as at Page 8)	639	639
	<b>Investments</b> (as per analysis on page 9)		
	Quoted (Market value £ ) as at Page 9		
	Unquoted (Market value £ ) as at Page 9		130,194
	<b>Total Investments</b>	130,194	130,194
	<b>Other Assets</b>		
	Sundry debtors	17,987	17,987
	Cash at bank and in hand	24,049	24,049
	Stocks of goods	1,790	1,790
	Others (specify)		
	Financial Instruments	1,246	
	<b>Total of other assets</b>	45,072	45,072
	<b>Total Assets</b>		175,905
17,097	Revenue Account/ General Fund	2,222	
	Revaluation Reserve		
	<b>Liabilities</b>		
	Sundry Creditors	25,717	
	Accrued Expenses	147,966	
	<b>Total Liabilities</b>		173,683
	<b>Total Assets</b>		175,905

## Fixed Assets account

(see note 21)

	Land and Buildings	Fixtures & Fittings	Motor Vehicles & Equipment	Total £
<b>Cost or Valuation</b>				
At start of period	632	50	195	877
Additions during period				
Less: Disposals				
Less: Depreciation	-97	-24	-117	-238
Total to end of period	535	26	78	639
<b>Book Amount</b> at end of period	535	26	78	639
Freehold				
Leasehold (50 or more years unexpired)				
Leasehold (less than 50 years unexpired)				
<b>Total of Fixed Assets</b>	535	26	78	639

# Analysis of Investments

(see note 22)

Quoted		Other Funds
	British Government & British Government Guaranteed Securities	
	British Municipal and County Securities	
	Other quoted securities (to be specified)	
	Total Quoted (as Balance Sheet)	
	Market Value of Quoted Investments	
Unquoted	British Government Securities	
	British Municipal and County Securities	
	Mortgages	
	Other unquoted investments (to be specified)	
	Investments with 'A' rated banks	130,194
	Total Unquoted (as Balance Sheet)	130,194
	Market Value of Unquoted Investments	

\* Market value of investments to be stated where these are different from the figures quoted in the balance sheet

## Analysis of investment income (Controlling interests)

(see note 23)

Does the association, or any constituent part of the association, have a controlling interest in any limited company?

Yes		No	<b>X</b>
-----	--	----	----------

If Yes name the relevant companies:

Company name	Company registration number (if not registered in England & Wales, state where registered)

### Incorporated Employers' Associations

Are the shares which are controlled by the association registered in the association's name

Yes	<b>X</b>	No	
-----	----------	----	--

If NO, please state the names of the persons in whom the shares controlled by the association are registered.

Company name	Names of shareholders

### Unincorporated Employers' Associations

Are the shares which are controlled by the association registered in the names of the association's trustees?

Yes		No	
-----	--	----	--

If NO, state the names of the persons in whom the shares controlled by the association are registered.

Company name	Names of shareholders

## Summary Sheet

(see notes 24 to 33)

	All Funds	Total Funds
	£000	£
<b>Income</b>		
From Members	#VALUE!	#VALUE!
From Investments	477	477
Other Income (including increases by revaluation of assets)	208,333	208,333
<b>Total Income</b>	208,810	208,810
<b>Expenditure</b> (including decreases by revaluation of assets)		
<b>Total Expenditure</b>	223,685	223,685
<b>Funds at beginning of year</b> (including reserves)	17,097	17,097
<b>Funds at end of year</b> (including reserves)	2,222	2,222
<b>ASSETS</b>		
Fixed Assets		639
Investment Assets		130,194
Other Assets		45,072
<b>Total Assets</b>		175,905
<b>Liabilities</b>		
<b>Total Liabilities</b>		173,683
<b>Net Assets (Total Assets less Total Liabilities)</b>		2,222

**Notes to the accounts**

(see note 34)

All notes to the accounts must be entered on or attached to this part of the return.

A large, empty rectangular box with a black border, intended for entering notes to the accounts. The box is currently blank and occupies most of the page's vertical space.

# Accounting policies


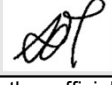
(see notes 35 & 36)



## Signatures to the annual return

(see notes 37 and 38)

Including the accounts and balance sheet contained in the return.

Secretary's Signature:		Chairman's Signature:	
			(or other official whose position should be stated)
Name:	SCOTT SMITH	Name:	SAM DE TERTE - FINANCIAL CONTROLLER
Date:	<b>12/07/2021</b>	Date:	12 July 2021

## Checklist

(see note 39)

(please enter 'X' as appropriate)

Is the return of officers attached? (see Page 2)	Yes		No	
Has the list of officers been completed? (see Page 2A)	Yes		No	
Has the return been signed? (see Note 37)	Yes		No	
Has the auditor's report been completed? (see Note 41)	Yes		No	
Is the rule book enclosed? (see Note 39)	Yes		No	
Has the summary sheet been completed? (see Notes 6 and 24 to 33)	Yes		No	

## Checklist for auditor's report

(see notes 41 to 44)

**The checklist below is for guidance. A report is still required either set out overleaf or by way of an attached auditor's report that covers the 1992 Act requirements.**

1. In the opinion of the auditors or auditor do the accounts they have audited and which are contained in this return give a true and fair view of the matters to which they relate? (See section 36(1) and (2) of the 1992 Act and notes 43 and 44)

Please explain in your report overleaf or attached.

2. Are the auditors or auditor of the opinion that the union has complied with section 28 of the 1992 Act and has:

- a. kept proper accounting records with respect to its transactions and its assets and liabilities; and
- b. established and maintained a satisfactory system of control of its accounting records, its cash holding and all its receipts and remittances.

(See section 36(4) of the 1992 Act set out in note 43)

Please explain in your report overleaf or attached.

3. Your auditors or auditor must include in their report the following wording:


**In our opinion the financial statements:**

- give a true and fair view of the matters to which they relate to.
- have been prepared in accordance with the requirements of the sections 28, 32 and 36 of the Trade Union and Labour Relations (consolidation) Act 1992.



## Auditor's report (continued)

Refer to independent auditor's report on pages 11-14 of ECB financial statements for year ended 31-Jan-21

Signature(s) of auditor or auditors:		
Name(s):	JONATHAN RUSSELL	
Profession(s) or Calling(s):	FCA, ACA	
Address(es)	KPMG LLP. 15 Canada Square London E14 5GL	
Date:	27th July 2021	
Contact name for enquiries and telephone number:	JONATHAN RUSSELL 07825 552009	

N.B. When notes to the accounts are referred to in the auditor's report a copy of those notes must accompany this return.

**England and Wales Cricket Board Limited**

Annual report and consolidated  
financial statements

Registered number 3251364

Year ended 31 January 2021

## **Contents**

Strategic Report	3
Directors' Report	9
Statement of directors' responsibilities in respect of the annual report, the director's report and the financial statements	10
Independent auditor's report to the members of England and Wales Cricket Board Limited	11
Consolidated Profit and Loss Account and Other Comprehensive Income	15
Consolidated Balance Sheet	16
Company Balance Sheet	17
Consolidated Statement of Changes in Equity	18
Company Statement of Changes in Equity	19
Consolidated Cash Flow Statement	20
Notes	21

## **Strategic report**

The directors present their annual report and the audited financial statements for the year ended 31 January 2021.

In preparing this report, the directors have complied with s414c of the Companies Act 2006.

### **Principal activities, review of operations and future prospects**

The Group's turnover is derived primarily from cricket related activities carried out in England and Wales and in respect of participation by England teams in international events run by the International Cricket Council (ICC).

In addition to having a highly seasonal business, with the vast majority of income being earned in the summer, the business is also cyclical – with annual revenues varying significantly year on year – as a result of the occurrence of ICC international events and the scheduling of overseas teams touring England and Wales.

The success over the 2019 summer should have provided great foundations for the launch of the England & Wales Cricket Board (ECB) five-year growth strategy commencing in 2020, Inspiring Generations, to support and grow the game by investing £1.4b over the new broadcast rights cycle 2020-24.

Unfortunately, 2020 was not the year it was planned to be due to the disruption caused by COVID-19 and the significant financial pressure this placed on the cricket network throughout the year. Amongst all the uncertainty, the ECB was able to deliver a full schedule of international cricket in 2020, hosting touring teams in bio-secure environments and playing all matches behind closed doors and protecting significant revenue streams that helped support cricket in England and Wales.

In the year ended 31<sup>st</sup> January 2021, a year when revenue had been projected to increase significantly to allow for investment in growing the game, turnover was £207m, a fall of £21m as compared to prior year. The loss on ordinary activities before taxation was £16m in the year end 31<sup>st</sup> January 2021, compared to a profit of £6.5m in the prior year.

This fall in revenue and profit reflects the significant impact that COVID-19 has had on ECB's finances due largely to the postponement of ECB's new competition, The Hundred, until 2021 and the additional costs of creating bio-secure environments to host International cricket in a pandemic environment. With the aim of protecting cricket's financial sustainability, the ECB took early and decisive action to reduce costs, including stopping some planned investment and through a redundancy programme removing posts from the organisation. As a result, the ECB was able to provide emergency assistance to the cricket network while avoiding the worst-case impact on our final year-end position.

In the year ended 31<sup>st</sup> January 2021, the ECB concluded the first year of the new County Partnership Agreement (CPA), with distributions to the cricket network and stakeholders at the highest levels seen in ECB's history. Significant COVID-19 emergency support distributions were also made to our cricket network and stakeholders to support the game through the challenging and uncertain environment cricket faced in 2020.

ECB made a donation to the England and Wales Cricket Trust of £26.4m during the year ended 31<sup>st</sup> January 2021. The objectives of the England and Wales Cricket Trust are to: (i) promote community participation in healthy recreation by providing facilities for playing cricket; and (ii) promote all purposes as recognised as charitable under the laws of England and Wales through an association with cricket.

ECB's main areas of administrative expenditure are:

- Distributions to First Class Counties and other costs to reflect their role in leading and supporting the growth of cricket in their county and providing a pathway for our most talented players to prepare for international cricket;
- Costs incurred to support England teams across our senior men's, women's, disability and Lions teams in the talent Pathway as well as Performance Centre;
- Recreational and grassroots costs including National County and County Board cricket, Premier Leagues and capital and revenue grants to County Cricket Boards;

## Strategic report (continued)

- Operational delivery costs incurred to deliver cricket behind closed doors in a bio-secure environment; and
- Administration costs incurred by ECB in its role to lead and support the growth of cricket in England and Wales.

At the time of writing this report the continuing impact of the COVID-19 pandemic on the 2021 season is likely to be significant. The government roadmap shows signs of optimism but is by no means an assurance we will see a return of full crowds in the summer due to social distancing restrictions. The uncertainty over the operational delivery model for the 2021 season has resulted in a number of alternative scenarios being explored. The ECB's ability to play cricket behind closed doors would protect all material revenue streams, as demonstrated in 2020, the downside is budget reductions from strategic growth initiatives for the period 2021-24 to support additional COVID-19 operational delivery costs. More detail of this is included in the Going Concern section 1.2 of the Notes.

Currently in 2021, there are scheduled to be seven men's Test matches, two against New Zealand and five against India; six Royal London One Day International Matches, three against Sri Lanka and three against Pakistan and six Vitality IT20 matches, three against Sri Lanka and three against Pakistan. England Women host India in one LV= Insurance Test Match, three Royal London One-Day International matches and three Vitality IT20s, and New Zealand in five Royal London One-Day International matches and three Vitality IT20s.

Looking further forward, ECB has secured broadcast revenues for the period 2021-24. These revenues will continue to support our ambition to grow the game as we navigate our way through the COVID-19 pandemic.

### Group Financial results and reserves

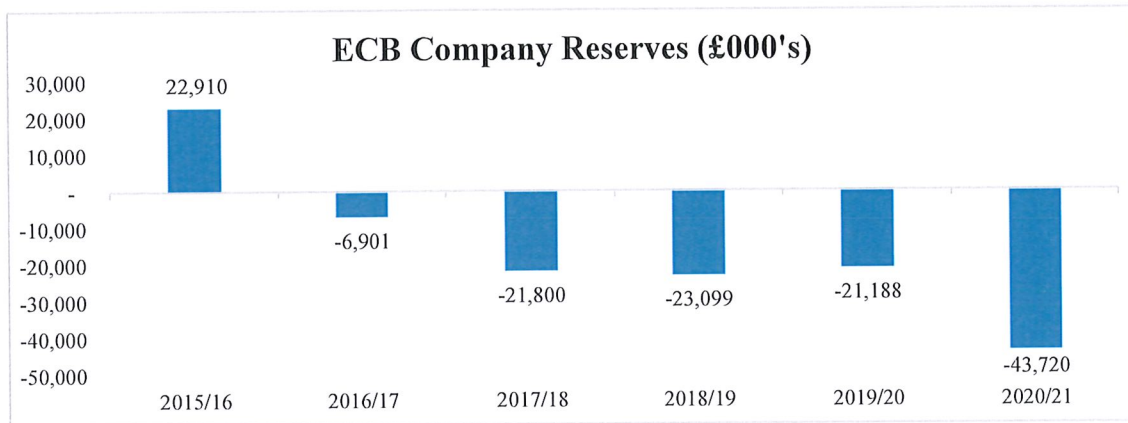
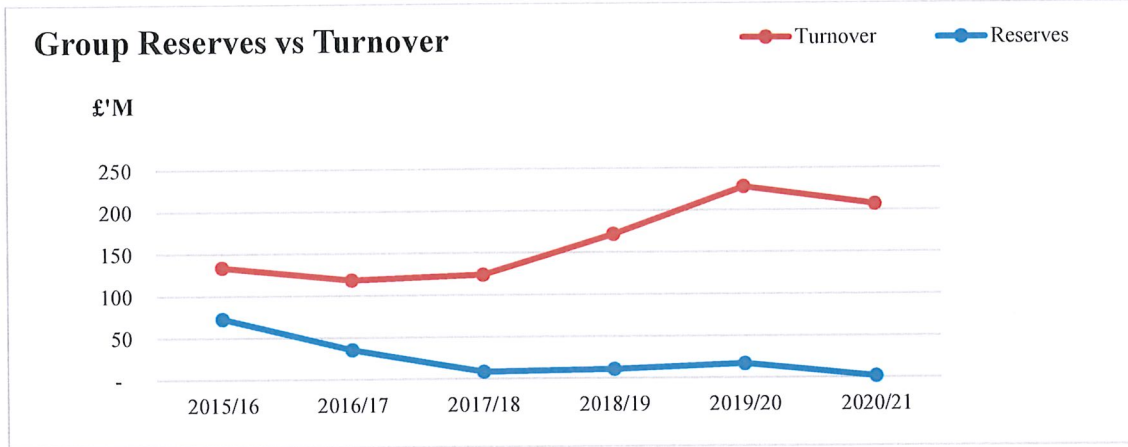
Turnover in the year ended 31/01/2021 amounted to £207.1m £ (year ended 31/01/2020: £228.0m). Cost of sales in the year amounted to £32.6m (year ended 31/1/2020: £58m), significantly lower than prior year due to the additional costs associated with hosting the Cricket World Cup in 2019.

The Group's administrative expenditure at £191m was an increase of £27m as compared to the prior year of £164m. This increase was largely due to the additional funding paid to the cricket network as a result of the new CPA agreements commencing in 2020 as well as additional COVID-19 emergency support funding to support the network through the pandemic.

The Group made a loss on ordinary activities before taxation of £16.1m (year ended 31/1/2019: profit of £6.5m). The retained loss of £16.1m (year ended 31/1/2019: profit of £6.5m) has been transferred to reserves.

The overall Group reserves at year end reduced to £2.2m down from prior year reserves of £17.1m due to the impacts of COVID-19. The Board continues to assess the appropriate level of Group reserves, taking into account Group revenue levels, principal business risks and uncertainties in the short, medium and long term, along with the requirements of the cricket network within England and Wales. Equity reserves in the short term are scheduled to remain significantly below the desired 40% of turnover; this is however partly offset by significant cash holdings in the short term and increasing reserves in the medium term.

Strategic report (continued)



**KPI's**

- Turnover down £20m as compared to 2019/20.
- Consolidated loss before taxation was £16.1m whereas profit was £6.5m in 2019/20.
- ECB made distributions to the eighteen First Class Counties, the Marylebone Cricket Club ("MCC"), the National Counties Cricket Association ("NCCA"), the National County Clubs and the County Cricket Boards totalling £78.2m (2020 : £53.7m)

**Supplier payment policy**

- The Company's policy, which is also applied by the Group, is to settle terms of payment with suppliers when agreeing the terms of each transaction, and to ensure that suppliers are made aware of the terms of payment and abide by the terms of payment. Trade creditors of the Group at 31 January 2021 were equivalent to 32 days (2020: 25 days) of purchases, based on the average daily amount invoiced by suppliers during the year.

## Strategic report *(continued)*

### Principal risks and uncertainties

During the period, the Finance, Audit & Risk Committee and Board reviewed on a quarterly basis the current Risk Register which:

- identifies risks faced;
- estimates the impact of these risks on the business (including financial and reputation impact); and
- considers how major risks can be managed/mitigated.

Major risks identified include:

- loss of cricket due to events outside cricket's control, including the threat of terrorist attack, communicable disease and national mourning;
- the status of Test cricket;
- reliance on core income streams;
- integrity, including safeguarding, anti-doping and anti-corruption;
- Significant breakdown in relations with overseas governing bodies.

### Financial risk management objective and policies

The Group has a policy whereby there are maximum limits that can be invested with any single financial institution. All of the financial institutions that hold cash deposits have 'A' ratings.

The Group's credit risk is primarily attributable to its trade receivables and amounts receivable from First Class Counties, International Cricket Boards and other International Cricket Organisations. The amounts presented in the balance sheet are net of allowances for doubtful receivables. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence in a reduction in the recoverability of cash flows. The Company holds contracts that expose it to the financial risks of changes in foreign currency exchange rates. The Group uses foreign exchange forward contracts to hedge these exposures where appropriate.

### Directors' section 172(1) statement

The directors have sought, collectively and individually, to conduct themselves at all times honestly, fairly, impartially and in accordance with the highest ethical standards. These behaviours are considered central to promoting the success of the Company, and in exhibiting them the Board have had careful regard to the matters set out in section 172(1)(a-f) of the Companies Act 2006. Examples of how the directors have had regard to each of these matters is set out below, with reference (where relevant) to information found elsewhere in this Strategic Report.

#### • Making Decisions in the Long Term

Securing the long term health of cricket in England and Wales, at all levels, is vital to the success of the Company and is therefore central to the decision making processes of the Board. As a result, consideration of the likely consequences of a decision in the long term permeates the Board's thinking on all issues. Whilst day-to-day management is delegated to the executive management team, the Board retains oversight of matters of strategic importance, including the long term objectives and overall strategic policy of the Company. The Company's strategy for the period 2021-2024 is set out above under Principal activities, review of operations and future prospects.

## Strategic report *(continued)*

- **Considering Employees**

In addition to the matters set out under Employee Engagement below, directors maintain a close regard for the interests of the Company's employees by spending time meeting with senior employees to understand and discuss their areas. The directors provide feedback as a result of those meetings and use the knowledge gained when making relevant decisions.

- **Fostering Relationships with Suppliers, Customers and Stakeholders**

In addition to the matters set out under Stakeholders Participants, Fans and Suppliers and Supplier payment policy, the Board is very conscious of the importance of lasting relationships with participants, fans and other stakeholder groups. Board members discuss the feedback received from the First Class County or County Cricket Board which they are the contact for. In addition, the ECB executive provide relevant updates to the Board where appropriate on matters connected to these groups. This enables the Board to consider that information when making decisions.

- **Community and Environment**

Contributing to the community is a key part of the Company's activities, especially with regard to cricket at recreational and grassroots levels. The Company runs various projects and initiatives to support the community and provides funding or donations. The ECB works with Members to mitigate the impact of cricket on the environment. This has included the ECB reviewing all of the first class cricket venues' energy and waste efficiency and creating a fund which includes as part of its aim to improve in this area.

- **Maintaining a Reputation for High Standards of Conduct**

The Board aspires to the highest ethical standards in its management of the Company. The Board achieves this internally by strict adherence to (for example) the Company's codes of conduct, conflict of interest and anti-bribery policies and by prioritising the integrity of the Company in each decision it makes. The Board considers that the reputation of the Company and operating it in accordance with high standards of conduct is of paramount importance to safeguarding cricket in the long-term in England and Wales.

- **Acting fairly between Members**

The Board is always aware of the importance of acting fairly between its Members and this is considered whenever a decision is being made which affects one or more of the Members. The Board engages with its Members including as set out under Stakeholders, Participants, Fans and Suppliers to ensure that it is aware of Members' views and to assist it in complying with its duty to act fairly between them. The directors believe it is of great importance to continue to foster good relationships with important groups such as stakeholders, participants, fans, customers and suppliers.

- **Stakeholders**

The Company regularly engages with stakeholders through a variety of means. These include through each First Class County or County Cricket Board having an individual ECB director as their Board contact to ensure that such First Class Counties or County Cricket Board have access to Board members on matters of significance. A Professional Game Group was set up which has representatives from the Company (including two directors), the First Class Counties and the Professional Cricketers' Association. Feedback from these groups can influence matters in the professional game such as providing the optimum schedule for the forthcoming season. Meetings are also had with the Recreational Assembly where stakeholders from recreational cricket are represented, enabling the Company to inform those groups of developments and seek their views and feedback.

- **Participants and Fans**

Growing the game is a key priority for the Company and therefore there is strong engagement with participants and fans to help achieve this. Annual player surveys take place as well as feedback relating to players from meetings with leagues and clubs through the Recreational Assembly. This feedback influences amongst other matters recreational cricket formats and competitions. A customer survey is also sent to fans attending professional matches and the feedback helps the ECB to improve the experience both at the matches and on digital channels.



## Strategic report *(continued)*

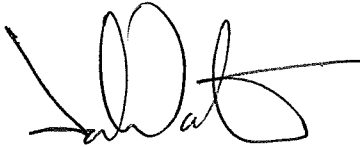
- Suppliers

The ECB runs tender processes for the provision of certain goods and services during which meetings are held with prospective suppliers. This can shape the tender process and improve the service which is then provided. Regular meetings take place with existing suppliers and with prospective suppliers to ensure that they are able to meet the requirements of the ECB and for the ECB to understand any challenges facing the suppliers or their industry. Such feedback and good relations enable the ECB to make decisions knowing any supplier related risks and to put in place plans to mitigate them.

- Employee Engagement

Engagement with staff continues through all staff meetings (sometimes hosted by an executive director) where updates on business matters are provided as well as regular internal staff email updates containing information on the latest developments within the organisation. In addition to this, business updates and financial review information is shared through our internal communications. Various regular forums are held to communicate and cascade information to the business. This includes regular team meetings, where colleagues are encouraged to and do provide feedback to our senior management teams. Feedback from staff was a factor in the organisation introducing a new performance management tool to further improve manager and colleague interactions in this area and as part of that try to link personal with overall business objectives. An update on staff matters is provided to the Board at quarterly Board meetings which allows the directors to input into any such matters and take them into consideration when making decisions.

Approved by the Board of Directors and signed on behalf of the Board by:



**I Watmore**  
Director

22 April 2021

## Directors' report

The following directors, together with where applicable the positions they hold with related parties, have served the Company during the year and since the year end.

### Members of the Board

### Position with related parties

Colin Graves (resigned 31.08.20)  
Katie Bickekerstaffe  
Delia Bushell  
Martin Darlow  
Alan Dickinson  
Tom Harrison  
Ron Kalifa (appointed 24.11.20)  
Barry O'Brien  
Professor Lord Patel of Bradford OBE (resigned 31.08.20)  
Lucy Pearson  
Scott Smith  
Brenda Trenowden  
Ian Watmore (appointed 01.09.20)  
James Wood

### Going concern

At the time of writing this report the continuing impact of the COVID-19 pandemic on the 2021 season is likely to be significant. The government roadmap shows signs of optimism but is by no means an assurance we will see a return of full crowds in the summer. The uncertainty over the operational delivery model for the 2021 season has resulted in a number of alternative scenarios being explored. The ECB ability to play cricket behind closed doors would protect all material revenue streams, as demonstrated in 2020, the downside is budget reductions from strategic growth initiatives for the period 2021-24 to support additional COVID-19 operational delivery costs. More detail of this is included in the Going Concern section 1.2 of the Notes. In consideration of the above, the directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

### Disabled employees

Applications for employment by disabled persons are always fully considered, bearing in mind the abilities of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment with the Group continues and that appropriate training is arranged. It is the policy of the Group and the Company that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

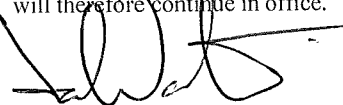
### Auditor

Each of the persons who is a director at the date of approval of this report confirm that:

- so far as directors are aware, there is no relevant audit information of which the Company's auditor is unaware; and
- the directors have taken all the steps that he/she ought to have taken as a director in order to make himself/herself aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Pursuant to section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and KPMG LLP will therefore continue in office.



I Watmore  
Director

22 April 2021

## **STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE ANNUAL REPORT, THE DIRECTORS' REPORT AND THE FINANCIAL STATEMENTS**

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

Company law and Trade Union and Labour Relations law as it applies to employer's association requires the directors to prepare financial statements for each financial year. Under those laws they have elected to prepare the Group and parent Company financial statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

Under Company 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 parent Company and of their profit or loss for that period. In preparing each of the Group and parent Company financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the Group and parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the Group or the parent Company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for keeping adequate and proper accounting records that are sufficient to give a true and fair view of the state of the affairs of the parent employer's association and to explain its transactions, to show and explain the parent Company's transactions and disclose with reasonable accuracy at any time the financial position of the parent Company and enable them to ensure that its financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, for establishing and maintaining a satisfactory system of control of its accounting records, its cash holdings and all its receipts and remittances, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ENGLAND AND WALES CRICKET BOARD LIMITED

### Opinion

We have audited the financial statements of England and Wales Cricket Board Limited ("the Company") for the year ended 31 January 2021 which comprise the Consolidated Profit and Loss Account, Consolidated Balance Sheet, Company Balance Sheet, Consolidated Statement of Changes in Equity, Company Statement of Changes in Equity and Consolidated Cash Flow Statement and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 January 2021 and of its loss for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Trade Union and Labour Relations (Consolidation) Act 1992.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

### Going concern

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the Company or to cease its operations, and as they have concluded that the Company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the directors' conclusions, we considered the inherent risks to the Company's business model and analysed how those risks might affect the Company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the directors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the Company will continue in operation.

### Fraud and breaches of laws and regulations – ability to detect

#### *Identifying and responding to risks of material misstatement due to fraud*

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of directors and legal department and inspection of policy documentation as to the Company's high-level policies and procedures to prevent and detect fraud and the Company's channel for "whistleblowing", as well as whether they have knowledge of any actual, suspected or alleged fraud.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ENGLAND AND WALES CRICKET BOARD LIMITED** *(continued)*

- Considering remuneration incentive schemes and performance targets.
- Using analytical procedures to identify any usual or unexpected relationships.

As required by auditing standards, and taking into account our overall knowledge of the control environment, we perform procedures to address the risk of management override of controls, in particular the risk that management may be in a position to make inappropriate accounting entries and the risk of bias in accounting estimates and judgements such as defined benefit pension scheme obligations and LTIP provisions, and fraudulent revenue recognition. On this audit, we have identified a fraud risk associated with broadcast revenue recognition due to the value of the broadcast revenue relative to materiality and the judgement required in determining whether the Company has fulfilled its broadcasting commitments.

We did not identify any additional fraud risks.

We performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted to unusual accounts.
- Assessing significant accounting estimates for bias.

### *Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations*

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience through discussion with the directors and other management (as required by auditing standards), and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation), distributable profits legislation and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Company is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery and employment law, recognising the nature of the Company's activities. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

### *Context of the ability of the audit to detect fraud or breaches of law or regulation*

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ENGLAND AND WALES CRICKET BOARD LIMITED** *(continued)*

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

### **Strategic report and directors' report**

The directors are responsible for the strategic report and the directors' report. Our opinion on the financial statements does not cover those reports and we do not express an audit opinion thereon.

Our responsibility is to read the strategic report and the directors' report and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the strategic report and the directors' report;
- in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

### **Matters on which we are required to report by exception**

Under the Companies Act 2006 we are required to report to you if, in our opinion:

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

We have nothing to report in these respects.

### **Directors' responsibilities**

As explained more fully in their statement set out on page 10, the directors are responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Company'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 they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities**

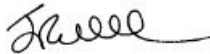
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ENGLAND AND WALES  
CRICKET BOARD LIMITED** *(continued)*

**The purpose of our audit work and to whom we owe our responsibilities**

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company'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 Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Jonathan Russell (Senior Statutory Auditor)**  
**for and on behalf of KPMG LLP, Statutory Auditor**  
*Chartered Accountants*  
15 Canada Square  
London  
E14 5GL

30th April 2021

**Consolidated Profit and Loss Account and Other Comprehensive Income**  
*for the year ended 31 January 2021*

	<i>Note</i>	2021 £000	2020 £000
Turnover	1,2	207,112	227,993
Cost of sales		(32,588)	(58,096)
<b>Gross profit</b>		174,524	169,897
Administrative expenses		(191,097)	(164,182)
<b>Group operating profit / (loss)</b>		(16,573)	5,715
Other interest receivable and similar income	6	477	822
Interest payable and similar expenses	7	-	-
<b>Profit / (loss) before taxation</b>		(16,096)	6,537
Tax on profit / (loss)	8	-	-
<b>Profit / (loss) for the financial year</b>		(16,096)	6,537
<b>Other comprehensive income / (loss)</b>			
Remeasurement of the net defined benefit surplus not recognised		-	-
Effective portion of changes in fair value of cash flow hedges		1,221	25
Hedge reserve recycled for matured hedges		-	(713)
<b>Other comprehensive income / (loss) for the year net of income tax</b>		1,221	(688)
<b>Total comprehensive income / (loss) for the year</b>		(14,875)	5,849

The notes on pages 21 to 37 form an integral part of the financial statements.



## Consolidated Balance Sheet

	<i>Note</i>	<b>2021</b>		<b>2020</b>	
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Fixed assets</b>					
Intangible assets	9		78		195
Tangible assets	10		561		682
			<u>639</u>		<u>877</u>
<b>Current assets</b>					
Stocks	12	1,790		614	
Debtors (including £2,544,000 (2020:£3,787,000) due after more than one year)	13	17,987		58,813	
Financial Instruments (including £891,309 due after more than one year) (2020: nil due after more than one year)	14	1,246		409	
Investments	15	130,194		67,968	
Cash at bank and in hand		24,049		35,298	
		<u>175,266</u>		<u>163,102</u>	
<b>Creditors: amounts falling due within one year</b>	16	(68,045)		(57,782)	
<b>Net current assets</b>			<u>107,221</u>		<u>105,320</u>
<b>Total assets less current liabilities</b>			<u>107,860</u>		<u>106,197</u>
<b>Creditors: amounts falling due after more than one year</b>	17	(105,638)		(89,100)	
			<u>(105,638)</u>		<u>(89,100)</u>
<b>Net assets</b>			<u><u>2,222</u></u>		<u><u>17,097</u></u>
<b>Reserves</b>					
Profit and loss account			976		17,072
Cash flow hedging reserve			1,246		25
<b>Members' funds</b>			<u><u>2,222</u></u>		<u><u>17,097</u></u>

These financial statements were approved by the board of directors on 22 April 2021 and were signed on its behalf by:



**I Watmore**  
*Director*



**A Dickinson**  
*Director*

Company registered number: 3251364

The notes on pages 21 to 37 form an integral part of the financial statements.

**Company Balance Sheet**  
*at 31 January 2021*

	<i>Note</i>	2021	2020
		£000	£000
<b>Fixed assets</b>			
Intangible assets	9	78	195
Tangible assets	10	561	682
		639	877
<b>Current assets</b>			
Stocks	12	1,790	614
Debtors including (nil (2020: 1,726,000) due after more than one year)	13	14,395	55,024
Financial Instruments (including £891,309 due after more than one year) (2020 – nil due after more than one year)	14	1,246	409
Investments	15	89,429	35,494
Cash at bank and in hand		19,612	32,053
		126,472	123,594
<b>Creditors: amounts falling due within one year</b>	16	(65,193)	(56,557)
<b>Net current assets</b>		61,279	67,037
<b>Total assets less current liabilities</b>		61,918	67,914
<b>Creditors: amounts falling due after more than one year</b>	17	(105,638)	(89,100)
		(105,638)	(89,100)
<b>Net liabilities</b>		(43,720)	(21,186)
<b>Reserves</b>			
Profit and loss account		(44,966)	(21,211)
Cash flow hedging reserve		1,246	25
<b>Members' funds</b>		(43,720)	(21,186)

These financial statements were approved by the board of directors on 22 April 2021 and were signed on its behalf by:



**I Watmore**  
*Director*



**A Dickinson**  
*Director*

Company registered number: 3251364

The notes on pages 21 to 37 form an integral part of the financial statements.

## Consolidated Statement of Changes in Equity

	Cash flow hedging reserve £000	Profit and loss account £000	Total reserves £000
Balance at 1 February 2019	713	10,535	11,248
<b>Total comprehensive income for the period</b>			
Profit	-	6,537	6,537
Other comprehensive income	(688)	-	(688)
<b>Total comprehensive income for the period</b>	(688)	6,537	5,849
<b>Balance at 31 January 2020</b>	<b>25</b>	<b>17,072</b>	<b>17,097</b>

	Cash flow hedging reserve £000	Profit and loss account £000	Total reserves £000
Balance at 1 February 2020	25	17,072	17,097
<b>Total comprehensive income for the period</b>			
(Loss)/Profit	-	(16,096)	(16,096)
Other comprehensive income	1,221	-	1,221
<b>Total comprehensive income for the period</b>	1,221	(16,096)	(14,875)
<b>Balance at 31 January 2021</b>	<b>1,246</b>	<b>976</b>	<b>2,222</b>

The notes on pages 21 to 37 form an integral part of the financial statements.

## Company Statement of Changes in Equity

	Cash flow hedging reserve £000	Profit and loss account £000	Total reserves £000
Balance at 1 February 2019	713	(23,812)	(23,099)
<b>Total comprehensive income for the period</b>			
Profit	-	2,601	2,601
Other comprehensive income	(688)	-	(688)
<b>Total comprehensive income for the period</b>	(688)	2,601	1,913
<b>Balance at 31 January 2020</b>	<b>25</b>	<b>(21,211)</b>	<b>(21,186)</b>

	Cash flow hedging reserve £000	Profit and loss account £000	Total reserves £000
Balance at 1 February 2020	25	(21,211)	(21,186)
<b>Total comprehensive income for the period</b>			
(Loss)/Profit	-	(23,755)	(23,755)
Other comprehensive income	1,221	-	1,221
<b>Total comprehensive income for the period</b>	1,221	(23,755)	(22,534)
<b>Balance at 31 January 2021</b>	<b>1,246</b>	<b>(44,966)</b>	<b>(43,720)</b>

The notes on pages 21 to 37 form an integral part of the financial statements.

**Consolidated Cash Flow Statement**  
*for year ended 31 January 2021*

	<i>Notes</i>	<b>2021</b>	2020
		<b>£000</b>	£000
<b>Cash flows from operating activities</b>			
Profit/(loss) for the year		(16,096)	6,537
<i>Adjustments for:</i>			
Depreciation, amortisation and impairment		238	588
Foreign exchange gains		1,207	(134)
Interest receivable and similar income		(477)	(822)
Interest payable and similar charges		-	-
Pension scheme charges		96	105
Pension contributions paid	18	(919)	(110)
Taxation		-	-
Decrease/(increase) in trade and other debtors	13	40,826	(35,671)
Decrease/(increase) in stocks	12	(1,176)	326
Increase in trade and other creditors	16	26,801	37,028
Interest paid		-	-
Tax paid		-	-
		<hr/>	<hr/>
<b>Net cash from operating activities</b>		<b>50,500</b>	<b>7,847</b>
<b>Cash flows from investing activities</b>			
Interest received		477	822
Acquisition of tangible fixed assets	10	-	-
Acquisition of other intangible assets	9	-	-
		<hr/>	<hr/>
<b>Net cash from investing activities</b>		<b>477</b>	<b>822</b>
Net increase/(decrease) in cash and cash equivalents		50,977	8,669
Cash and cash equivalents at 01 February		103,266	94,597
		<hr/>	<hr/>
<b>Cash and cash equivalents at 31 January</b>		<b>154,243</b>	<b>103,266</b>
		<hr/> <hr/>	<hr/> <hr/>
		<b>2021</b>	2020
		<b>£000</b>	£000
<b>The cash and equivalents at 31 January is made up as follows:</b>			
Investments		130,194	67,968
Cash at bank and in hand		24,049	35,298
		<hr/>	<hr/>
<b>Cash and cash equivalents at 31 January</b>		<b>154,243</b>	<b>103,266</b>
		<hr/> <hr/>	<hr/> <hr/>

The notes on pages 21 to 37 form an integral part of the financial statements.

## Notes

*(forming part of the financial statements)*

### 1 Accounting policies

England and Wales Cricket Board Limited (the “Company”) is a private Company limited by guarantee and incorporated, domiciled and registered in England, in the UK. The registered address is Lord’s Cricket Ground, St John’s Wood, London, NW8 8QZ.

These Group and parent Company financial statements were prepared in accordance with Financial Reporting Standard 102 *The Financial Reporting Standard* applicable in the UK and Republic of Ireland (“FRS 102”) as issued in August 2014. The presentation currency of these financial statements is sterling. All amounts in the financial statements have been rounded to the nearest £1,000.

The parent Company is included in the consolidated financial statements, and is considered to be a qualifying entity under FRS 102 paragraphs 1.8 to 1.12. The following exemptions available under FRS 102 in respect of certain disclosures for the parent Company financial statements have been applied:

- No separate parent Company Cash Flow Statement with related notes is included.

The Company proposes to continue to adopt the reduced disclosure framework of FRS 102 in its next financial statements.

Per FRS 102, a public benefit entity (PBE) is an entity whose primary purpose is for public and social benefit and not to provide a financial return to its members. The directors have assessed that the Group and Company meet this definition, thus have accounted for any interest free loans as concessionary loans under section PBE34 of FRS 102 for the purposes of these financial statements.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

#### 1.1 Measurement convention

The financial statements are prepared on the historical cost basis except that financial instruments classified at fair value through the profit or loss are stated at their fair value.

#### 1.2 Going concern

COVID-19 continues to impact the cricket network and disrupt society as we look toward the 2021 summer. The pandemic has increased the risk profile for the Group and Company due to the uncertainty of the delivery model in 2021 based on crowd capacities, medical overlay required if spectators are allowed in ground and additional provisions required if matches are to be played behind closed doors in a bio-secure bubble.

The ECB mitigated significant financial risk through delivering a full 2020 season of international cricket, behind closed doors, protecting material revenue streams that support the game in England and Wales. The ECB and its partners are confident a similar model can be replicated in the summer of 2021 if the pandemic forces cricket to be played behind closed doors, protecting future revenue streams for the game.

At the balance sheet date the Group had net assets of £2.2 million (2020: £17.0 million), including deferred income balances of £140.5 million (2020: £123.0 million), and was holding combined cash and investments (including accrued interest) of £154.2 million (2020: £103.3 million). At the balance sheet date the Company had net current liabilities of £43.7 million (2020: £21.1 million), including deferred income balances of £139.7 million (2020: £122.9 million), and was holding combined cash and investments (including accrued interest) of £109.0 million (2020: £67.5 million). The difference in cash and investments between Group and Company reflects the balances held in the England and Wales Cricket Trust, which cannot be accessed by the Company, having been donated previously. The Group and Company continue to have strong visibility of its broadcasting and sponsorship income for the period 2021-2024.

The Directors have assessed the continued potential impact of COVID-19 on the business, with significant uncertainty and multiple scenarios possible across the professional and recreational game. The assessment has been modelled on a worst-case basis whereby the entire 2021 professional cricket season has to be played behind closed doors with no spectators allowed to attend matches due to the pandemic.

Under this scenario, the ECB would generate all material revenue streams through the delivery of international cricket being played in a behind closed doors environment, similar to the match day delivery model in 2020. The consequence of playing cricket in a behind closed doors environment is the additional cost required to deliver these matches. This would require budget reductions from strategic growth initiatives for the period 2021-24 to support additional COVID-19 cost overlay to host behind closed doors cricket.

## Notes (continued)

### Going concern (continued)

The Group and Company have significant cash balances on hand at the commencement of the new financial year, following substantial receipts received in February 2021, therefore even under a worst-case scenario the Group and Company would have sufficient cash to continue operating. The Group and Company also have significant deferred income balances reflecting upfront payments received in relation to their broadcasting and sponsorship agreements for the years 2021-2024.

In consideration of the above, and having made appropriate enquiries, the directors have a reasonable expectation that the Company and the Group have adequate resources with particular reference to cash and liquid investments to continue in existence and to meet their liabilities as they fall due for at least 12 months from the date of approval of the financial statements. For this reason, the directors continue to adopt the going concern basis in preparing the accounts.

### 1.3 Basis of consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiary undertakings, made up to 31 January 2021.

Under section 408 of the Companies Act 2016 the Company is exempt from the requirement to present its own profit and loss account.

In the parent financial statements, investments in subsidiaries, are carried at cost less impairment.

### 1.4 Foreign currency

Transactions in foreign currencies are translated to the Group companies' functional currency at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are retranslated to the functional currency at the foreign exchange rate ruling at that date. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are retranslated to the functional currency at foreign exchange rates ruling at the dates the fair value was determined. Foreign exchange differences arising on translation are recognised in the profit and loss account.

### 1.5 Basic financial instruments

#### Trade and other debtors / creditors

Trade and other debtors are recognised initially at transaction price less attributable transaction costs. Trade and other creditors are recognised initially at transaction price plus attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method, less any impairment losses in the case of trade debtors. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

The allocation of deferred revenue between falling due within one year and falling due after one year is determined on the planned fixture list for the upcoming season and associated allocation of revenue to be recognised. The Directors have taken the judgement that the impact of Covid-19 on the planned fixtures occurring in 2020 is considered a non-adjusting post balance sheet event and have therefore not adjusted the allocation of deferred revenue as at 31 January 2020. This judgement has been made in consideration of the fact that as at the reporting date the virus had not reached pandemic status and was having minimal impact in the UK.

#### Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts that are repayable on demand and form an integral part of the Company's cash management are included as a component of cash and cash equivalents for the purpose only of the cash flow statement.

## Notes (continued)

### Investments

Cash deposits are stated at cost.

Fixed asset investments are shown at cost less provision for impairment.

### 1.6 Other Financial Instruments

#### Derivative financial instruments and cash flow hedges

Where a derivative financial instrument is designated as a hedge of the variability in cash flows of a recognised asset or liability, or a highly probable forecast transaction, the effective part of any gain or loss on the derivative financial instrument is recognised directly in other comprehensive income. Any ineffective portion of the hedge is recognised immediately in profit or loss.

### 1.7 Other Financial Instruments

Fixed assets are stated at cost less accumulated depreciation and any recognised impairment loss.

Depreciation is provided on all tangible fixed assets at rates calculated to write each asset down to its estimated residual value over its useful economic life on the straight-line method. The estimated useful lives are as follows:

- Leasehold improvements 10 years
- Fixtures, fittings and office equipment 3 – 5 years

### 1.8 Intangible fixed assets

Intangible fixed assets represent the purchase of perimeter advertising rights from certain First Class Counties covering the period from 2011 to 2019 and are stated at amortised cost. At the time of purchase, cost was split by year and amortisation is charged based on this split, subject to an increase if any impairment loss is recognised.

In addition to the perimeter advertising rights the Intangible fixed assets included the ECB website that was completed in October 2016.

The Company reviews the amortisation period and method when events and circumstances indicate that the useful life may have changed since the last reporting date.

### 1.9 Government grants

Government grants are included within accruals and deferred income in the balance sheet and credited to the profit and loss account over the expected useful lives of the assets to which they relate or in periods in which the related costs are incurred.

### 1.10 Stocks

Stocks are stated at the lower of cost and net realisable value.

### 1.11 Employee Benefits

The Group operates both a defined contribution pension scheme and a defined benefit pension scheme.

#### Defined contribution plan

A defined contribution plan is a post-employment benefit plan under which the Company pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the profit and loss account in the periods during which services are rendered by employees.



## Notes (continued)

### Defined benefit plan

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The entity's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value. The fair value of any plan assets is deducted. The entity determines the net interest expense (income) on the net defined benefit asset for the period by applying the discount rate as determined at the beginning of the annual period to the net defined benefit asset taking account of changes arising as a result of contributions and benefit payments.

The discount rate is the yield at the balance sheet date on AA credit rated bonds denominated in the currency of Pound Sterling, and having maturity dates approximating to the terms of the entity's obligations. A valuation is performed triennially by a qualified actuary using the projected unit credit method, and updated at the balance sheet date. The entity recognises net defined benefit plan assets to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan.

Changes in the net defined benefit liability arising from employee service rendered during the period, net interest on net defined benefit liability, and the cost of plan introductions, benefit changes, curtailments and settlements during the period are recognised in profit or loss.

Remeasurement of the net defined benefit liability/asset is recognised in other comprehensive income in the period in which it occurs.

### Long Term Incentive Plan

Long Term Incentive Plan accrues annual contributions under which become payable after five years provided that the employee remains in full time employment.

## 1.12 Turnover

The Group's turnover is derived primarily from cricket related activities carried out in the UK and in respect of England Cricket Team tours, after deduction of value added tax. Revenue recognition policies for specific revenue streams are as follows:

Broadcasting revenue – turnover from broadcasting contracts is recognised in line with the contractual terms and period, which reflect the value of the rights provided in any given year to the broadcaster.

Sponsorship revenue – turnover from sponsorship agreements is recognised in line with the contractual terms and period, which reflect the value of the rights provided.

Match returns – turnover from staging agreements with grounds is recognised once matches have taken place, and in line with contractual terms.

Value in kind – turnover is recognised on a gross basis in respect of significant goods or services received from sponsors in return for sponsorship benefits, based on the fair value of the goods and services received by the ECB. The related costs are also shown gross to reflect the value of such goods and services.

Royalties – the ECB receives royalties from a number of partners with particular reference to the sales of products. Royalties are recognised in the period in which they are earned.

## 1.13 Expenses

### Operating lease

Payments (excluding costs for services and insurance) made under operating leases are recognised in the profit and loss account on a straight-line basis over the term of the lease unless the payments to the lessor are structured to increase in line with expected general inflation; in which case the payments related to the structured increases are recognised as incurred. Lease incentives received are recognised in profit and loss over the term of the lease as an integral part of the total lease expense.

**Notes** *(continued)*

**1.14 Taxation**

Current tax, including UK corporation tax and foreign tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is provided in full on timing differences that result in an obligation at the balance sheet date to pay more tax, or a right to pay less tax, at a future date, at rates expected to apply when they crystallise based on current tax rates and law. Timing differences arise from the inclusion of items of income and expenditure in taxation computations in periods different from those in which they are included in the financial statements.

Deferred tax assets are recognised to the extent that it is regarded as more likely than not that they will be recovered.

Deferred tax assets and liabilities are not discounted.

**1.15 Critical accounting judgments and key sources of estimation uncertainty**

In application of the Group and Companies accounting policies, described in notes 1 to 1.16, the directors are required to make judgements, estimates and assumptions about carrying amounts of assets and liabilities that are not readily apparent from other sources at balance sheet date. 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.

*Valuation of derivative financial instruments at fair value*

For the Group and Companies derivative financial instruments, management have considered the assumptions on valuation techniques commonly used by market practitioners. At year end the assumptions on derivative financial instruments are made based on quoted market foreign exchange rates.

*Pension Assumptions*

There are several assumptions management have considered on the advice of actuaries which have an impact on the results of the valuation of the pension scheme liabilities at year end. The most significant assumptions are those relating to the discount rate of return on pension investments, mortality rates, demographics of scheme participants and the rates of increase in salaries and pensions.

**2 Turnover**

	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
Rendering of services	207,112	227,993
	<hr/>	<hr/>
Total turnover	207,112	227,993
	<hr/> <hr/>	<hr/> <hr/>
	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
By geographical market:		
UK	187,596	214,170
Overseas	19,516	13,823
	<hr/>	<hr/>
	207,112	227,993
	<hr/> <hr/>	<hr/> <hr/>

In accordance with the Companies Act 2006, paragraph 68, schedule 1, the directors consider that the disclosure of turnover by activity would be seriously prejudicial to the interests of the Company, and as such, has not been disclosed.

**Notes** (continued)

**3 Expenses and auditor's remuneration**

*Included in loss are the following:*

	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
Profit/(Loss) on foreign currency exchange	1,207	(134)
Operating lease rentals:		
Land & Buildings	454	457
Other Equipment	562	624
Depreciation of tangible fixed assets (note 10)	121	119
Amortisation of intangible fixed assets (note 9)	117	469
	<hr/>	<hr/>

*Auditor's remuneration:*

	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
Audit of these financial statements	93	95
<i>Disclosures below based on amounts receivable in respect of other services to the Company and its subsidiaries</i>		
Amounts receivable by the Company's auditor and its associates in respect of:		
Audit of financial statements of subsidiaries of the Company	38	39
Taxation compliance services	20	30
Tax advisory services	17	43
Other assurance services	15	15
	<hr/>	<hr/>

**4 Staff numbers and costs**

The average number of persons employed by the Group (including directors) during the year, analysed by category, was as follows:

	Number of employees	
	<b>2021</b>	<b>2020</b>
Cricketers	74	39
Umpires	29	30
Development Staff	82	101
Coaching Staff	47	55
Business Administration	61	54
Commercial, Communications & Events	82	57
Game Support	41	43
	<hr/>	<hr/>
	416	379
	<hr/>	<hr/>

The number of employees on the ECB payroll at the end of January 2021 was 331, compared to 389 a year earlier. The reduction reflects a restructuring exercise the ECB undertook during the year due to the financial challenges created by the impact of COVID-19. The average number of employees in the year was 416, compared to an average of 379 during the prior year. The average number reflects seasonal fluctuations, fixed term contracts, maternity and sickness cover throughout the year. The increase in the average number of employees is due to a number of factors including the first-time inclusion of centrally contracted white ball players, the employment of players and staff of the Hundred entities, and the return to the ECB of some staff who had been seconded to work on the ICC Cricket World Cup during the previous year.

**Notes** *(continued)*

The aggregate payroll costs of these persons were as follows:

	2021	2020
	£000	£000
Wages and salaries	36,331	30,386
Social security costs	4,441	3,725
Other pension costs	2,279	2,363
	43,051	36,474
	43,051	36,474

Aggregate payroll costs increased by £6.6m in 2021 versus the prior year. As well as the change in the average number of employees, the increase is also due to higher player salaries linked to the new media rights cycle and one-off redundancy costs arising from the restructuring exercise during the year. These factors were offset by funds received from HMRC with respect to the furlough of staff during the year.

**5 Directors' remuneration**

	2021	2020
	£000	£000
Directors' remuneration	1,046	940
Company contributions to money purchase pension plans	18	57
	1,064	997
	1,064	997

The aggregate of remuneration of the highest paid director was £512,356 (2020:£ 580,459), and Company pension contributions of £8,333 (2020:£ 10,000) were made to a money purchase scheme on his behalf.

As from May 2018, the Board was restructured and now includes fully independent directors along with executive directors (CEO & CFO). Non Executive Directors from 2018 are remunerated, however no director is a member of the defined benefit pension scheme described in note 18.

**6 Other interest receivable and similar income**

	2021	2020
	£000	£000
Investment income	477	822
	477	822
	477	822

**7 Interest payable and similar expenses**

	2021	2020
	£000	£000
Total interest payable and similar expenses	-	-
	-	-
	-	-

**Notes** *(continued)*

**8 Taxation**

Total tax expense recognised in the profit and loss account, other comprehensive income and equity

	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
<i>Current tax</i>		
Current tax on income for the period	-	-
	<hr/>	<hr/>
Total current tax	-	-
	<hr/>	<hr/>
Total tax	-	-
	<hr/> <hr/>	<hr/> <hr/>

*Analysis of current tax recognised in profit and loss*

	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
UK corporation tax	-	-
Foreign tax	-	-
	<hr/>	<hr/>
Total current tax recognised in profit and loss	-	-

A deferred tax asset has not been recognised in respect of tax losses carried forward and other timing differences, as in the opinion of the directors, it is not possible to conclude that it is more likely than not that any deferred tax asset would be recovered in the foreseeable future.

**Reconciliation of effective tax rate**

	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
Profit/(loss) for the year	(16,096)	6,537
Total tax expense	-	-
	<hr/> <hr/>	<hr/> <hr/>
Profit excluding taxation	(16,096)	6,537
Tax using the UK corporation tax rate of 19% (2020: 19%)	(3,058)	1,242
Non-deductible expenses	151	131
Other permanent differences	4,198	
Tax exempt revenues	(1,461)	(744)
Deferred tax not provided – other timing differences	170	(193)
Deferred tax previously unrecognised on losses	-	(436)
	<hr/>	<hr/>
Total tax expense included in profit or loss	-	-

**Notes** (continued)

**9 Intangible fixed assets**

*Group and Company*

	Software £000	Perimeter Advertising £000	Total £000
<b>Cost</b>			
Balance at 1 February 2020	585	3,449	4,034
	=====	=====	=====
<b>Amortisation and impairment</b>			
Balance at 1 February 2020	390	3,449	3,859
Amortisation for the year	117	-	117
	-----	-----	-----
Balance at 31 January 2021	507	3,449	3,956
	=====	=====	=====
<b>Net book value</b>			
At 31 January 2021	78	-	78
	=====	=====	=====
At 31 January 2020	195	-	195
	=====	=====	=====

*Amortisation and impairment charge*

The amortisation and impairment charge are recognised in the following line item in the profit and loss account:

	2021 £000	2020 £000
Administrative Expenses	117	469
	=====	=====

**10 Tangible fixed assets**

*Group and Company*

	Leasehold improvements £000	Fixtures, fittings & equipment £000	Total £000
<b>Cost</b>			
Balance at 1 February 2020	983	465	1,448
Additions	-	-	-
	-----	-----	-----
Balance at 31 January 2021	983	465	1,448
	=====	=====	=====
<b>Depreciation and impairment</b>			
Balance at 1 February 2020	351	415	766
Depreciation charge for the year	97	24	121
	-----	-----	-----
Balance at 31 January 2021	448	439	887
	=====	=====	=====
<b>Net book value</b>			
At 31 January 2021	535	26	561
	=====	=====	=====
At 31 January 2020	632	50	682
	=====	=====	=====

**Notes** *(continued)*

**11 Fixed asset investments**

**Fixed asset investments – Company**

During 2005 the ECB became a £1 guarantor of the England and Wales Cricket Trust Limited, a Company limited by guarantee and a registered charity, which was incorporated on 17 June 2005. The investment is held at cost in the Company balance sheet and is treated as a wholly owned subsidiary for the purpose of the Group accounts. The England and Wales Cricket Trust Limited is incorporated in England and Wales and its principal activity is to promote community participation in healthy recreation by providing facilities for playing cricket through charitable donations and interest free loans to amateur cricket clubs.

During 2019 the ECB became a shareholder of the eight Hundred Team companies, the companies are private companies limited by shares, which were incorporated on the 10 May 2019. The investment is held at cost in the Company balance sheet and is treated as a wholly owned subsidiary for the purpose of the Group accounts. The Hundred Team Companies are incorporated in England and Wales and their principal activity is to oversee the delivery of all on-field activities for their Men’s and Women’s team competing in the Hundred.

Company	Shares in Group undertakings £	Total £
Cost		
At beginning of year	8	8
Additions		
Disposals	-	-
Transfers between items	-	-
	<hr/>	<hr/>
At end of year	8	8
<b>Net book value</b>		
At 31 January 2021	8	8
At 31 January 2020	8	8

The undertakings in which the Group’s and Company’s interest at the year-end is more than 20% are as follows.

Name of Undertaking	Country of Incorporation	Registered number	Principal activity	Class and percentage of shares held
England & Wales Cricket Trust Limited*	United Kingdom	1112540	Charity	£1 guarantor
Cricket World Cup 2019 Limited*	United Kingdom	09856949	Dissolved	100% held Ordinary Shares
Birmingham Phoenix Limited*	United Kingdom	11988999	Sports activities	100% held Ordinary Shares
Northern Superchargers Limited*	United Kingdom	11989383	Sports activities	100% held Ordinary Shares
Manchester Originals Limited*	United Kingdom	11989075	Sports activities	100% held Ordinary Shares
London Spirit (The Hundred) Limited*	United Kingdom	11988484	Sports activities	100% held Ordinary Shares
Welsh Fire Limited*	United Kingdom	11989021	Sports activities	100% held Ordinary Shares
Southern Brave Limited*	United Kingdom	11989083	Sports activities	100% held

				Ordinary Shares
Oval Invincibles Limited*	United Kingdom	11988519	Sports activities	100% held Ordinary Shares
Trent Rockets Limited*	United Kingdom	11988532	Sports activities	100% held Ordinary Shares

\*Registered address for England & Wales Cricket Trust Limited, Cricket World Cup 2019 Limited and the eight Hundred Subsidiaries is Lord's Cricket Ground, St John's Wood London, NW8 8QZ.

## 12 Stocks

	2021 £000	2020 £000
Group and Company		
Finished goods	1,790	614

## 13 Debtors

	Group 2021 £000	2020 £000	Company 2021 £000	2020 £000
Trade debtors	7,465	37,741	7,351	34,900
Other debtors	4,616	11,614	1,138	11,043
Prepayments and accrued income	5,906	9,458	5,906	9,081
	<u>17,987</u>	<u>58,813</u>	<u>14,395</u>	<u>55,024</u>
Due within one year	15,433	55,026	14,395	53,298
Due after more than one year	2,554	3,787	-	1,726
	<u>17,987</u>	<u>58,813</u>	<u>14,395</u>	<u>55,024</u>

## 14 Financial instruments

### 14 (a) Carrying amount of financial instruments

The carrying amounts of the financial assets and liabilities include:

	Group		Company	
	2021 £000	2020 £000	2021 £000	2020 £000
Assets measured at fair value through profit or loss	1,246	409	1,246	409
Liabilities measured at fair value through profit or loss	-	(245)	-	(245)



**Notes** (continued)

**14 Financial instruments** (continued)

**14 (b) Financial instruments measured at fair value**

*Derivative financial instruments and cash flow hedges*

The Group and Company have entered eight forward contracts exchanging US\$ 66,000,000 for pounds sterling, due to be settled on the following dates:

8 <sup>th</sup> April 2021	7,500,000
8 <sup>th</sup> June 2021	7,500,000
22 <sup>nd</sup> July 2021	7,500,000
3 <sup>rd</sup> September 2021	7,500,000
8 <sup>th</sup> April 2022	9,000,000
8 <sup>th</sup> June 2022	9,000,000
22 <sup>nd</sup> July 2022	9,000,000
7 <sup>th</sup> October 2022	9,000,000

These forward contracts are to hedge future cash flows contracted for years 2020 & 2021. Cash flow hedge accounting has been applied to this hedging instrument with profits associated with the effective portion being recognised in other comprehensive income of £1,246,000.

The amounts for all financial assets and financial liabilities are carried at fair value based on their listed market price, as follows:

	Group		Company	
	Fair Value	Fair Value	Fair Value	Fair Value
	2021	2020	2021	2020
	£000	£000	£000	£000
Forward Contracts Assets	1,246	270	1,246	270
Forward Contract Liabilities	-	(245)	-	(245)
FX Swaps Assets	-	139	-	139
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

**15 Investments**

	Group		Company	
	2021	2020	2021	2020
	£000	£000	£000	£000
Cash deposits with terms less than one year	130,194	67,968	89,429	34,594
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

The England & Wales Cricket has a treasury policy whereby only £50m can be retained in any one bank and thus funds have been invested in 'A' rated banks which have maturity periods ranging from 30 days to 95 days.

**Notes** (continued)

**16 Creditors: amounts falling due within one year**

	<b>Group</b>		<b>Company</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Trade creditors	7,029	7,867	5,960	7,066
Taxation and social security	1,421	2,076	1,397	1,938
Other creditors	17,267	607	16,868	561
Accruals and deferred income	42,328	47,232	40,968	46,992
	<u>68,045</u>	<u>57,782</u>	<u>65,193</u>	<u>56,557</u>

**17 Creditors: amounts falling due after one year**

	<b>Group</b>		<b>Company</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Accruals and deferred income	105,638	88,855	105,638	88,855
Financial Instruments	-	245	-	245
	<u>105,638</u>	<u>89,100</u>	<u>105,638</u>	<u>89,100</u>

**18 Employee benefits**

**Defined benefit plans**

*Group and Company*

The Group operates a defined benefit pension scheme, the ECB Retirement and Death Benefits Scheme ("the Scheme"). Assets are held in independent trustee administered funds. Standard contributions are determined by a qualified actuary on the basis of triennial valuations using the attained age method. The most recent full valuation of the Scheme is underway as at 30 September 2019. The information below has been updated to 31 January 2021 by an independent professional actuary.

The standard monthly contributions made to the Scheme by the Group were 34.2% of pensionable earnings, as per a contribution statement that came into force at the end of 2011. In total, contributions paid to the Scheme were £919,000 (2020: £110,000).

The surplus has been treated as irrecoverable for the purposes of the financial statements. FRS102 is not prescriptive in this area, as such the directors have reverted to the principles as set out in IFRIC14. Per the Scheme rules, there is a unilateral power for the Trustees to wind up the Scheme, which prevents recognition of the surplus on the grounds of a future refund. Furthermore, the value of the contributions due under the current funding agreement towards the accrual of benefits for active members exceeds the corresponding value of those benefits on the FRS102 basis (i.e. the service cost). Under IFRIC14, we consider it suitable to assume the current rate of contributions persists beyond the end of the period covered by the Schedule of Contributions. As such, this prevents the recognition of the surplus on the grounds of future contribution reductions.

The information disclosed below is in respect of the whole of the plans of the Group, for which the parent Company is legally responsible.

**Notes** *(continued)*

**18 Employee benefits** *(continued)*

*Movements in present value of defined benefit obligation*

		2021 £000
At 1 February 2020		27,120
Current service cost		96
Past service cost		13
Interest expense		456
Remeasurement actuarial losses		1,649
Benefits paid		(732)
		28,602
At 31 January 2021		28,602

*Movements in fair value of plan assets*

		2021 £000
At 1 February 2020		29,909
Interest income		456
Remeasurement: return on plan assets less interest income		790
Contributions by employer		919
Benefits paid		(732)
		31,342
At 31 January 2021		31,342

*Expense recognised in the profit and loss account*

	2021 £000	2020 £000
Current service cost	96	105
Net interest on net defined benefit asset not recognised	-	-
	96	105
Total expense recognised in profit or (loss)	96	105

The fair value of the plan assets and the return on those assets were as follows:

	2021 Fair value £000	2020 Fair value £000
<b>Asset class</b>		
Equities	8,024	7,880
Government debt	1,752	1,679
Corporate bonds	10,633	10,308
Property	3,494	3,309
Insured annuities	6,520	6,604
Cash and Deposits	919	129
	31,342	29,909
	31,342	29,909
Actual return on plan assets	1,246	2,631

**Notes** (continued)

**18 Employee benefits** (continued)

Principal actuarial assumptions (expressed as weighted averages) at the year-end were as follows:

	2021 %	2020 %
Discount rate	1.50	1.70
Future pensionable salary increases	3.10	3.10
Inflation assumption (RPI)	3.10	3.10
	-----	-----

Last full actuarial valuation was performed on 30 September 2019. To measure the defined benefit obligation as at 31 January 2021, the Company employed an independent professional actuary to update the full actuarial valuation.

In valuing the liabilities of the pension fund at 31 January 2021, mortality assumptions relating to longevity underlying the pension liabilities at the balance sheet date are based on standard actuarial mortality tables and include an allowance for future improvements in longevity. The assumptions are equivalent to expecting a 65-year old to live for a number of years as follows:

- Current pensioner aged 65: 22.3 years (male), 24.6 years (female).
- Future retiree upon reaching 65: 23.1 years (male), 25.5fgf years (female).

**Defined contribution plans**

*Group and Company*

The Group has made contributions to the ECB Group Pension Plan and the ECB Group Pension Plan for Professional Cricketers, both defined contributions schemes, amounting to £2,112,000 (2020: £2,179,000) and £168,000 (2020: £184,000) respectively.

**Long term incentive plan**

Included within accruals falling due after one year is an amount of £1,695,646 (2020: £1,254,852) relating to a Long Term Incentive Plan. As at 31 January 2021 the fair value of the plan obligation, which will be cash settled in 2022, is calculated to be £2,119,557 (2020: £2,114,682).

**19 Operating leases**

*Group and Company*

Non-cancellable operating lease rentals are payable as follows:

	2021			2020		
	Land and buildings £000	Other £000	Total £000	Land and buildings £000	Other £000	Total £000
Less than one year	241	313	554	442	537	979
Between one and five years	158	221	379	399	392	791
More than five years	-	-	-	-	-	-
	399	534	933	841	929	1,770

During the year £1,017,000 was recognised as an expense in the profit and loss account in respect of operating leases (2020: £1,082,000).

## Notes (continued)

### 20 Related parties

#### Group and Company

##### *Identity of related parties with which the Group has transacted*

The directors have identified a number of cricketing organisations for which payments and receipts by the Group represent a significant transaction.

1. The eighteen First Class Counties, the Marylebone Cricket Club ("MCC"), the Minor Counties Cricket Association ("NCCA"), the Minor County Clubs and the County Cricket Boards have charged the ECB amounts totalling £78,231,000 (2020: £53,720,000) in respect of fees for the provision of ground facilities and cricketers for matches under the control of ECB, amounts payable under the terms of Cricket Partnership Agreement, licence fees and other commercial agreements. As at 31 January 2021 the ECB owed these parties nil (2020: £nil) of unpaid fees. Such charges and fees include amounts in relation to the staging of international and domestic matches. The ECB has received income in relation to these matches of £nil (2020: £14,998,096). In addition, the EWCT paid grants totalling £10,824,245 (2020: £5,484,944) to the County Cricket Boards.
2. ECB has loans of £3,662,323 (2020: £2,830,500) in aggregate due from the eighteen First Class Counties and the Professional Cricketers' Association. Interest is charged on the loans at varying rates ranging from zero for short-term loan to base rate plus 2%.
3. The directors have identified the Cricket Ireland, Cricket Scotland and the Professional Cricketers' Association as also being related and to which ECB has made payments. During the period, amounts totalling £1,902,500 (2020: £1,943,000) were paid to these organisations.
4. Premiums payable by ECB to Reigndei Limited, an insurance Company beneficially owned by the eighteen first class counties, MCC and the MCCA, were £2,554,776 (2020: £2,594,816). Claims receivable during the year from Reigndei Limited amounted to £6,312,000 (2020: £1,677,347). As at 31 January 2020 the ECB was owed nil from Reigndei Limited £nil (2019: £nil).
5. The Group made donations amounting to £2,189,000 (2020: £3,360,000) to Chance to Shine during the year.
6. During the year ended 31<sup>st</sup> January 2021, the ECB made payments to:
  - Birmingham Phoenix Ltd of £153,882 of which £15,960 was owed to ECB at year end,
  - London Spirit Ltd of £135,585 of which £37,535 was owed to ECB at year end,
  - Manchester Originals Ltd of £122,398 of which £4,125 was owed to ECB at year end,
  - Northern Superchargers Ltd of £107,733 of which £4,125 was owed to ECB at year end,
  - Oval Invincibles Ltd of £124,029 of which £4,125 was owed to ECB at year end,
  - Southern Brave Ltd of £104,308 of which £15,277 was owed to ECB at year end,
  - Trent Rockets Ltd of £110,834 of which £15,960 was owed to ECB at year end,
  - Welsh Fire Ltd of £133,322 of which £4,125 was owed to ECB at year end.

##### *Transactions with key management personnel*

Total compensation of key management personnel (including the directors) in the year amounted to £2,496,178 (2020: £2,684,763).

**Notes** *(continued)*

**21 Liability of members**

England and Wales Cricket Board Limited is a Company limited by guarantee and has no share capital. Each member has guaranteed to contribute a sum not exceeding £10 for payment of the Company's debts and liabilities should the Company be wound up. There were 41 members as at 31 January 2020 and 31 January 2021.

**22 Sports Governance Code**

The England & Wales Cricket Board received the following funding from public investors:

	2021 £000	2020 £000
ESC Lottery Fund	1,928	2,585
Skills Funding Agency	190	69
	2,118	2,654
<b>Total Received</b>	<b>2,118</b>	<b>2,654</b>

The ESC Lottery funding was used in the following areas:

	2021 £000	2020 £000
Participation & Growth	760	500
South Asian Community	168	500
Women Pathway	67	149
Women Talent Management	-	-
More Play	25	53
Capital funding	420	800
South Asian City Programmes	268	578
Disabilities	220	5
	1,928	2,585
<b>Total Spent</b>	<b>1,928</b>	<b>2,585</b>

**Skills Funding Agency**

The total amount received was used to run the Apprenticeship Scheme for young cricketers.