



ANNUAL REPORT
2013/14
MELBOURNE CRICKET CLUB

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Our mission

The Melbourne Cricket Club is a private club with public responsibilities. It has two primary roles:

- Managing the MCG as the world's best stadium for all people.
- Providing the best services and facilities to its members while ensuring our unique sporting culture and heritage are enhanced and appreciated.

STRATEGIC VISION

The club's strategic direction is underpinned by the following dimensions:

- Engage and manage MCC membership.
- Destination MCG – giving people more reasons to visit, more often.
- World-class facilities.

In achieving these initiatives, we recognise that we must continue to deliver excellence in all of our core operations.

Our values

RESPECT

The club prides itself on the respect and esteem it has earned over its long and prestigious history. As staff, we respect our work colleagues, their abilities and views. We work as a team towards a common goal.

By pursuing excellence and using our people to constantly deliver on our promises, we will earn the respect of our colleagues, stakeholders, customers and the wider community.

PEOPLE

People are the most important asset in our organisation. Our staff feel important through a variety of recognition programs and initiatives and are immensely proud of their involvement at such an iconic venue.

Our staff enjoy their time at work and are recognised in a variety of ways for their performance. Integrity, honesty, loyalty and teamwork are the keys to providing a memorable customer service experience for our patrons and members.

HERITAGE

We will continue to develop the MCG into one of the world's finest sporting stadiums and Australia's greatest sporting icon, drawing on our history to reinforce its image as the People's Ground.

The club's history, its rich and vast heritage collection and its culture will be observed, preserved and displayed for our members and visitors to savour.

EXCELLENCE

We are committed, collectively and as individuals, to strive for excellence at all times – using the best suited products and processes to deliver major events and consistently exceed expectations of service to our customers.

We commit to improving the level of enjoyment for patrons, members and their guests while at the MCG.



President's Report

PAUL SHEAHAN, PRESIDENT

It is my privilege and pleasure to report to fellow club members again about the fortunes of the club over the past 12 months as I near the end of my tenure.

The 2013/14 year was a significant milestone in the MCC's history, as we celebrated the club's 175th birthday in November.

The most notable of these activities were the gala dinner on the club's birthday, an amazing night that chronicled our rich past, as well as an Open Day that allowed the public to enjoy our great club and stadium.

I am led to believe that a 175th is a 'dodransbicentennial'. Be that as it may, the Romans would have loved the night of the dinner and the historical display that has received great reviews from the members who were present. The management and staff who crafted the experience are to be thoroughly commended for their efforts.

A committee policy established in 2004 dictates that, among other things, the presidency will be held for a maximum of four years and then the holder of this high office must step down from both the presidency and the committee. So this will be my final annual report to you before I step down from the committee altogether – 'rooster to feather duster' stuff!

I mentioned in last year's report that governance is an important issue in business. Governance of our club is no exception.

Having adopted a new regime about a decade ago, whereby committee members accepted that their term ended after a maximum of nine years (unless they were elected to office bearer status), the turnover of committee has increased sharply. This has brought the matter of succession under the microscope, to the extent that we have seen the departure of two other committee members: Jane Nathan who has been succeeded by Sally Macindoe, and Peter Dakin.

Sally is an eminent lawyer with international firm Norton Rose Fulbright, with a specialty in planning. As we enter a phase of preparing for potential development along the rail corridor between Federation Square and Richmond Station, her skills and experience will be invaluable.

David Crow's election to the vice-president

vacancy, created by the departure of David Crawford, allowed us to make a further appointment and I was delighted when former MCC First XI premiers captain and coach Peter King accepted our invitation.

Peter was a gifted cricketer, representing Victoria several times, but since then has crafted a considerable business career culminating in his appointment as CEO of Melbourne Convention and Exhibition Centre.

Our committee has been strengthened by these two appointments.

While on the matter of governance, after a hiatus that was too lengthy, the State Government finally appointed a new chair of the MCG Trust to succeed John Wylie. We are very pleased that Bob Herbert AM has ascended to this position. Bob has an excellent understanding of the MCG and its workings, and I have no doubt that he will perform well. We congratulate him.

We also congratulate former Victoria Racing Club CEO Dale Monteath and Jane Fenton AM on their appointments as trustees.

Two of the major tasks that have occupied our thinking recently (and will continue to do so for some time yet) are the matters of establishing a base for the MCC away from the MCG and finding regular and long-term 'homes' for our Sporting Sections. The complexity and difficulty of that latter task should not be underestimated and has been added to by the very worthy and justifiable inclusions of netball and women's cricket to our offering.

Great progress has been made with the MCC Kew Sports Club on Barkers Road in Kew and its splendid clubhouse, with wonderful social facilities, has already attracted much positive reaction. Other opportunities are in the wind and we shall apprise you of them as and when appropriate.

However, it remains a thorny problem to find reliable, long-term venues for our sections that can be presented at a standard to which we have become accustomed for MCC activities. Tennis, squash and cricket

are suffering considerably at the moment.

In the East Melbourne precinct, Yarra Park and the MCG continue to be presented in remarkable condition. It is testimony to the vigilance and efforts of the staff that the public at large constantly congratulate us on the way in which the facilities are managed and presented.

The area that embraces Yarra Park, Melbourne Park, Lexus Centre, AAMI Park and so on must be one of the premier sporting precincts in the world, especially with its proximity to the centre of the city. However, a multitude of visible rail lines separates one part from the other.

As part of a long-term strategy, the State Government has produced a vision for the 'Richmond to Footscray rail corridor project', with Richmond station identified as the gateway to the sports and entertainment precinct. We are at the heart of those discussions and, when the time comes, we will be putting our best foot forward to make sure that outcomes in this area match our expectations.

I cannot conclude without applauding the efforts of so many of our fellow members who offer their services to the club as volunteers in one capacity or another. It continues to amaze me that they willingly and stoically do so much for us.

I also want to offer heartfelt thanks to both my committee colleagues, who work so diligently for the betterment of our club, and our administration under the inspired leadership of our CEO, Stephen Gough. The MCG operates like a well-oiled machine because the systems that are in place have been carefully thought out and meticulously implemented. My congratulations go to all for yet another splendidly successful year.

As I reach the end of my time as your president, I say again that it has been an utter privilege for me to have served the club. I will have some wonderful memories to take with me when I step down and your support will not be forgotten.



MCC Committee 2013/14



PAUL SHEAHAN
PRESIDENT

Joined the committee in 1987. Elected vice-president in 2003 and president in 2011. Chairman of the Executive Sub-committee and ex-officio of all other sub-committees. A director of the MCC Foundation and National Sports Museum Ltd.



DAVID CROW
VICE-PRESIDENT

Joined the committee in 1993. Chairman of the Cricket Sub-committee and a member of the MCC Foundation and Executive sub-committees. A director of the MCC Foundation and National Sports Museum Ltd.



STEVEN SMITH
VICE-PRESIDENT

Joined the committee in 1998. Elected vice-president in 2011. Chairman of the Club Sub-committee. Member of the Executive Sub-committee. A director of the MCC Foundation and National Sports Museum Ltd.



STEPHEN SPARGO
VICE-PRESIDENT

Joined the committee in 2000. Elected vice-president in 2011. Chairman of the MCC Foundation Sub-committee and a member of the Executive Sub-committee. Chairman of Property Sub-committee. A director of the MCC Foundation and National Sports Museum Ltd.



MICHAEL HAPPELL
TREASURER

Joined the committee in May 2011. Appointed treasurer in August 2011. Chairman of the Finance and Audit Sub-committee. A director of National Sports Museum Ltd. Member of the Executive, MCC Foundation and Property and Sporting Sections sub-committees.



WILL FOWLES

Joined the committee in 2005. A member of the Finance & Audit, Property, Club and MCC Foundation sub-committees. A director of the MCC Foundation.



PETER KING

Joined the committee in 2014. A member of the Finance & Audit, Cricket, Club and MCC Foundation sub-committees. A director of the MCC Foundation.



SALLY MACINDOE

Joined the committee in March 2014. A member of the Ground Sub-committee and a director of the MCC Foundation.



FRED OLDFIELD

Joined the committee in December 2012. Chairman of Sporting Sections Sub-committee. Member of the Club, Cricket, and Finance & Audit sub-committees and a director of the MCC Foundation.



CHARLES SITCH

Joined the committee in 2011. A member of the Ground and MCC Foundation sub-committees. A director of the MCC Foundation.



MARK SMITH

Joined the committee in 2011. A member of the Finance & Audit and Ground sub-committees. A director of the MCC Foundation.



KAREN WOOD

Joined the committee in 2009. A member of the Club Sub-committee. A director of the MCC Foundation.



TED YENCKEN

Joined the committee in 2001. A member of the Ground Sub-committee and a director of the MCC Foundation.

NOTES

JANE NATHAN retired and vacated the committee on June 3, 2013.

PETER DAKIN retired and vacated the committee on March 18, 2014.

PETER KING was appointed to the committee in March 2014 to fill a casual vacancy created by the elevation of David Crow to vice-president and the retirement of David Crawford.

SALLY MACINDOE was appointed to the committee in March 2014 to fill a casual vacancy created by the retirement of Jane Nathan.

MCC Senior Leadership Team



STEPHEN GOUGH
CHIEF EXECUTIVE OFFICER

Overall responsibility for the delivery of the strategic plan, business plan and day-to-day operation of the club, MCG, National Sports Museum and Yarra Park via his senior leadership team. Also responsible for key stakeholder relationships. Reports to the MCC Committee and MCG Trust.



DONNA PRICE
GENERAL MANAGER
PEOPLE AND CULTURE

Ensures the MCC has a comprehensive and effective human resources system that supports achievement of its business plan objectives. Key areas include employee engagement, organisational culture, safety management, recruitment and talent acquisition, learning and development, contract administration, policy development, reward and remuneration, payroll and employee relations.



SCOTT BUTLER
GENERAL MANAGER
MEMBERSHIP AND HERITAGE

Responsible for activities relating to MCC membership and club life, including customer service, functions, database management, event delivery and the club's cricket, sporting sections (and their facilities) and special interest groups. Manages heritage activities within the club, including the various collections, operation and customer interface of the National Sports Museum and MCG tours, as well as the MCC Library, Museum and Archives. Also responsible for the strategic direction and activities associated with the MCC Foundation.



REY SUMARU
GENERAL MANAGER
IT AND INNOVATION

Delivers and maintains IT, digital and broadcasting systems, and operational integrity of technology for the business. Responsible for identifying and evaluating new and emerging technologies, innovations, digital strategies and service delivery models. Provides strategic advice and support across the organisation, including to all major projects.



TREVOR DOHNT
GENERAL MANAGER
EVENT OPERATIONS

Responsible for the planning, delivery and security management of all major events staged at the MCG. Liaises and negotiates with the AFL, AFL clubs and Cricket Victoria/Cricket Australia as well as other venue hirers. Responsible for the Traffic Management Plan including key contracts associated with Yarra Park.



LISA TRAINOR
GENERAL MANAGER
COMMERCIAL OPERATIONS

Responsible for enhancing the reputation, branding and commercial return at the MCG. These include customer engagement, communications, publicity, marketing, brand and intellectual property management, corporate sales and commercial arrangements with sponsors, suppliers, advertising, hospitality and merchandise. Also leads the Destination MCG strategic project group.



CLIVE DRISCOLL
GENERAL MANAGER
FINANCE AND BUSINESS DEVELOPMENT

Administers the finances of the club's entities, including reporting, financial performance management, investment, compliance, financial integrity and debt management. Additionally, focuses on business development strategies as a means of generating additional revenue, utilising MCC assets and intellectual property, including all major projects that the club undertakes.



PETER WEARNE
GENERAL MANAGER
FACILITIES

Responsible for the strategic and operational performance of the built assets at the MCG and other MCC-managed sites, including building services and turf management. Leads the Environmental Project strategy group for the MCG.



GERARD GRIFFIN
GENERAL MANAGER
PROJECTS, STRATEGY AND GOVERNANCE

Responsible for the management of major building projects, strategic and business planning and a range of governance activities such as risk management, internal auditing, contract management, business resilience and legislative compliance. Manages in-house legal resources, turf research and development, environment management system and implementation of the Yarra Park master plan.



Chief Executive's Report

STEPHEN GOUGH, CEO

The MCC's 175th birthday celebrations, record soccer and Test cricket crowds and the arrival of the largest scoreboards in an Australian stadium were some of the many highlights of 2013/14.

AFL

The MCG attracted 2,346,893 people to 45 home-and-away matches in the 2013 AFL season at an average of 52,153 per game.

In addition, the MCG hosted the 22 best-attended home-and-away matches, thanks to the strong form and large membership base of Collingwood, Hawthorn, Richmond, Carlton and Essendon.

The season concluded with a hard-fought grand final between Hawthorn and Fremantle on the last Saturday in September.

A near-capacity crowd of 100,007 saw the Dockers gradually work their way into the contest after a nervous start, narrowing a 23-point half-time deficit to just 10 at the final change.

But the Hawks steadied, as Norm Smith medallist Brian Lake repelled attacks and forward Jack Gunston's four goals ensured the Hawks would gain some redemption for defeat on grand final day the previous year.

The MCG hosted six finals (including the grand final), culminating in a total attendance of 2,791,240 for the season – marginally greater than the previous season.

The 2013 season saw the MCC distribute more than \$30 million to the AFL clubs and the AFL for the home-and-away and finals matches.

CRICKET

An Ashes year adds a layer of interest to an Australian cricket season and last summer was no exception.

The MCG hosted the Boxing Day Test, a Twenty20 international, a one-day international, two women's Ashes ODIs, five Big Bash League (BBL) matches and five Sheffield Shield fixtures. A total of 473,115 patrons witnessed these matches.

An undoubted highlight was the world record crowd of 91,112 that attended the opening day of the Test.

The previous mark of 90,800 for a single day of Test cricket was also set at the MCG – on February 11, 1961 – for the second day of a Test against West Indies during the 1960/61 series.

As the birthplace of Test cricket, it was fitting that the MCG broke its own attendance record and it is a milestone of which we are immensely proud.

MCC members turned out in significant numbers throughout the Test and continued to show their support for the longest form of the game.

The Test match attendance of 271,865 was the fifth-highest in MCG history. The game

Highest AFL home-and-away attendances at the MCG in 2013

ATTENDANCE	MATCH	DATE
93,373	Essendon v Collingwood	April 25
85,197	Geelong Cats v Hawthorn	July 6
84,247	Collingwood v Carlton	April 7
84,234	Richmond v Essendon	May 25
82,639	Essendon v Carlton	June 7
81,950	Richmond v Collingwood	April 20
80,971	Carlton v Richmond	March 28
78,224	Carlton v Collingwood	July 5
76,300	Hawthorn v Geelong Cats	April 1

itself, while more competitive than any other Test in a 5-0 whitewash by Australia, still saw the home side walk away with an eight-wicket victory midway through the fourth day after trailing on first innings.

BBL crowds for our Melbourne Stars matches were on the disappointing side. A semi-final crowd of 12,506 on a Tuesday night in early-February was perhaps an indicator of the need for this competition to be held exclusively during school holiday periods in order to maximise attendances.

A significant development during the year was securing the MCG as the host of five ICC Cricket World Cup 2015 matches, including the opening match between Australia and England, a quarter final and the final.

The MCG previously hosted a World Cup final in 1992 and we are working with the tournament's local organising committee to ensure that next year's event is a memorable and enjoyable experience for all involved.

OTHER MCG EVENTS

Outside of the MCG's staple diet of AFL and cricket, we were delighted to host English Premier League giant Liverpool FC in a soccer friendly against Melbourne Victory on July 24, 2013.

The event was an outstanding success, as an Australian soccer record crowd of 95,446 saw Liverpool win 2-0 thanks to goals from Steven Gerrard and Iago Aspas.

Those who witnessed the traditional pre-game rendition of *You'll Never Walk Alone* will long remember it.

Our international reputation as a versatile, world-class stadium and tourist attraction was significantly enhanced by this event and all involved are to be congratulated. An outstanding event for Melbourne and Victoria alike.

The MCC introduced two new and diverse events to the stadium in 2013 as part of our Destination MCG strategic objective to deliver a wider variety of events and attractions.

In April, the MCG opened its doors for Melbourne City Mission's Sleep at the 'G event, raising \$300,000 for Victoria's most vulnerable individuals, families and communities.

This was followed in June when more than 1500 people took part in the inaugural Stadium Stomp MCG to benefit a range of charity groups. Participants climbed up and down more than 7000 steps on the top and bottom levels of the MCG grandstands, finishing on the arena.

Feedback from both events was so positive that they each returned in 2014 and produced even greater involvement and increased funds to help these worthy causes.

CUSTOMER EXPERIENCE

A significant portion of the year was spent continuing our quest to deliver a world-class technology experience for all MCG visitors. This included researching other stadia overseas to gather ideas, data and to establish what is feasible in a stadium as expansive as the MCG.

The first element of this strategy was delivered prior to the Boxing Day Test in December, with the arrival of two new scoreboards.

At 332 square metres, the high-definition screens are the largest in any Australian stadium. They each contain a digital screen area more than three times the size of the previous scoreboards.

In conjunction with Daktronics Australia, work commenced to prepare the stadium for the new boards immediately after the 2013 AFL Grand Final.

Pleasingly, the new screens have already



been recognised on a global scale, shortlisted in the Project of the Year category at the 2014 Stadium Business Awards in London.

OPERATING RESULTS

The club recorded a net profit for the financial year ending March 31, 2014 of \$9.865 million, which was impacted by government grants of \$1.2 million for the Great Southern Stand and Yarra Park landscape projects.

We continue to meet our obligations with respect to the redevelopment debt, which stands at \$242 million (down from \$266 million in 2012/13) at year's end.

Treasurer Michael Happell will report in more detail on the club's financial results at the Annual General Meeting.

ENVIRONMENT

Along with the water recycling facility and other measures being adopted in Yarra Park, the MCC has commenced a program that, when completed, will significantly reduce the environmental impact of the club's operations.

Following a

tender process, the MCC appointed Siemens on an energy performance contract to deliver improved environmental performance at the MCG.

After conducting an energy audit to determine the appropriate infrastructure and methodology required to deliver the savings, work on implementing the recommendations commenced in April 2014 and is expected to be completed during 2015.

AUSTRALIA POST AVENUE OF LEGENDS

Champion Essendon full-forward John Coleman and post-war batting genius Neil Harvey joined an esteemed group of sporting legends to have a statue unveiled in their honour outside the MCG.

In January this year, Harvey's family, friends and former teammates, including Lindsay Kline,

Colin McDonald and Ian Meckiff, watched on as he revealed the one-and-a-half-times life-size bronze sculpture of himself as a young Australian cricketer.

In September last year, Coleman's daughter Jenny and former Essendon premiership players Tim Watson and Greg Brown unveiled the statue of the Bomber great in classic high-marking pose.

The statues, both by sculptor Lis Johnson, were the third and fourth commissioned in the Australia Post Avenue of Legends project, following cricketer Shane Warne in 2011 and football legend Norm Smith in 2012.

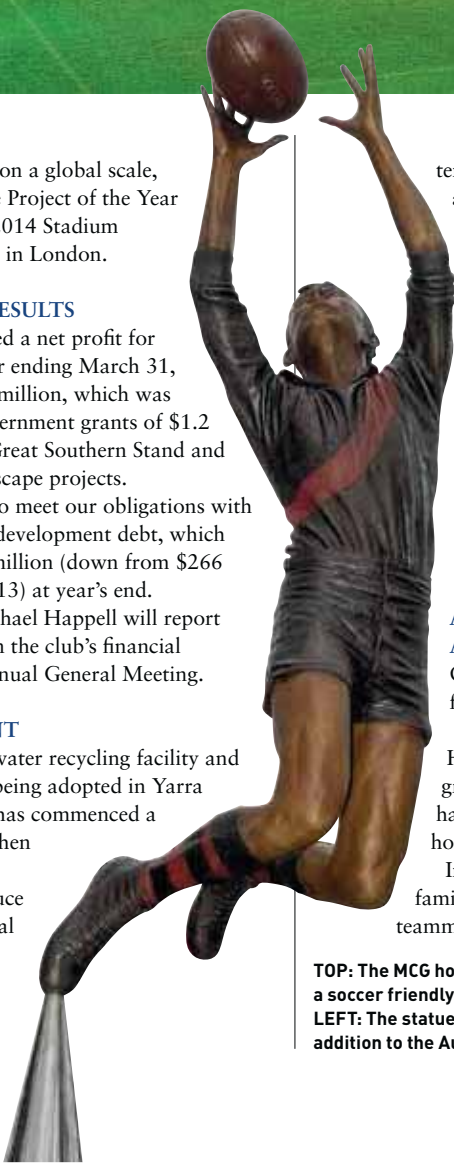
The joint initiative between the MCC and Australia Post sees a minimum of five statues placed in Yarra Park, extending from the MCC members entrance up towards Wellington Parade. A statue of champion Melbourne ruckman Jim Stynes will be unveiled in September 2014.

We are delighted to partner Australia Post in this initiative to further preserve and celebrate our rich sporting heritage.

MCC MEMBERSHIP MCC 175th anniversary

A highlight of the year was the celebration of the MCC's 175th birthday, a significant landmark in our history and a milestone that very few Australian entities have achieved.

The centrepiece of the commemorative



TOP: The MCG hosted EPL giant Liverpool FC in a soccer friendly against Melbourne Victory. **LEFT:** The statue of John Coleman was a new addition to the Australia Post Avenue of Legends.



activities was a gala event on November 15, coinciding with the birth of the club, and a free Open Day in and around the MCG two days later.

A spectacular presentation on the MCG arena depicting the life and times of the MCC was the pinnacle of our 175th Anniversary Gala.

Around 1500 members and guests enjoyed pre-dinner drinks and canapés on the MCG turf, followed by dinner in one of four dining rooms. After that, they headed back outside to witness a 40-minute presentation of memorable moments, people and events in the history of the club and the famous stadium.

The evening concluded with a two-hour after-party with top Australian artists James Reyne and Daryl Braithwaite in the Bullring Bar.

The club's functions team, together with Peter Jones Special Events, are to be commended for piecing together a fitting celebration.

Brilliant weather and a rare chance to go behind the scenes resulted in around 35,000 taking part in the club's free Open Day on November 17. While this resulted in some long queues, the overwhelming feedback was of a magnificent day for people of all ages.

The obvious attraction was the opportunity to grace the hallowed turf, and the sight of thousands of people revelling in this rare experience was a joy to behold.

A more structured component was a

self-guided tour through the inner sanctum. The National Sports Museum was also open and interest was such that on several occasions it reached capacity. Similar numbers were reported in the MCC Library.

Meanwhile, there was as much activity occurring out in Yarra Park as there was inside the stadium. Face painting, magicians, jumping castles, player autograph sessions and the AFL Playground were all on offer for the kids. Also out in Yarra Park was a constant, rotating schedule of demonstrations organised by the MCC Sporting Sections.

We regard the MCG as this city's most-loved and iconic venue, and Open Day certainly reinforced this view of the famous stadium.

MEMBERSHIP INTAKE

The election of Full members in July 2013 comprised candidates on the waiting list nominated from July 1, 1989 to December 31, 1989.

Waiting list candidates nominated from November 1, 1995 to March 31, 1996 inclusive were offered Restricted or Restricted Junior membership.

MCC KEW SPORTS CLUB

The MCC Kew Sports Club opened for business during the year after a refurbishment project that has revitalised the facility.

Previously known as Kew Heights Sports Club, the new building in Barkers Road,

Members at August 31, 2013

Full	61,200
Restricted	40,800
Total	102,000
Waiting List	233,000

Kew, features ultra-modern sporting and social facilities, including three lawn bowls greens, six tennis courts and a large, two-storey licensed clubhouse.

Revamped dining and bar amenities have already been popular, while other services include bridge, yoga, cycling, group fitness and cardio tennis. The club has also launched a social tennis program featuring structured social play and a Tuesday night social competition.

MCC members can use the vastly improved facilities by taking up one of the membership packages available. There is no joining fee for MCC members.

Functions

In addition to the MCC 175th Anniversary Gala, the club held a number of entertaining functions for members and guests.

Among them were The Bradman Luncheon, Members' Dinner, Football Season Launch Luncheon, Brownlow Dinner with the Coodabeens, Test match breakfasts, comedy nights, golf days, induction functions for new members and



LEFT: A record crowd of 91,112 attended the first day of the Boxing Day Test. MIDDLE: The National Sports Museum's *More Than Green and Gold: Australia's Sporting Colours* exhibition was seen by more than 30,000 visitors. BOTTOM: Chef Guy Grossi (right) served up a culinary feast at a Long Room dinner.



luncheons for our volunteers and 50-year members.

The Norm Smith Oration was again a highlight. Prominent breakfast radio host and passionate Hawthorn supporter Ross Stevenson humorously proposed the toast to football, which was responded to by former AFL premiership player, coach and MCC member David Parkin.

Members were also treated to the culinary delights offered by prominent chef Guy Grossi at a Long Room dinner. The concept, featuring a menu chosen and prepared by the chef and his team followed by an on-stage interview, is set to continue in 2014 with Teague Ezard in the kitchen.

OVERSEAS TOURS

The Ashes contest was not the only traditional cricket event taking place in the United Kingdom over the northern summer of 2013.

Since 1993 the MCC XXIX Club has arranged its tours to the United Kingdom alongside Australia's Ashes quest, playing a series of competitive social matches and enjoying a wide range of experiences that come with such cricket tours.

This time the group was based in Oxford, Winchester and London, and hosted by notable clubs such as Oxford Downs, Royal Household, Hambledon, Meopham and South Oxfordshire Amateurs.

As usual, the hospitality extended to the group was first-class and we recommend you mark your diaries for the next tour, to be held in 2015 to coincide with the next Ashes series in England.

In addition to the playing of sport, two groups of MCC members also toured parts of the continent either side of the Lord's Test in July.

The History and Cricket Tour embarked on a 24-day tour to Istanbul, Gallipoli, Paris and the Western Front, with a final stop at Lord's. The Gallipoli leg featured visits to Anzac Cove

and Lone Pine among other landmarks of our ill-fated expedition during the First World War.

Members who participated in the Swiss Alps, Lord's and Rhine Cruise Tour had an equally memorable experience. Starting with the Lord's Test, the group later flew to Geneva and then took a coach to Lausanne, a lake steamer to Montreux for an overnight stay and a coach on to Gruyère before heading into the Swiss Alps.

These tours are very rewarding for those who attend. Similar tours are now being planned for the middle of 2015.

MCC CRICKET

After the rampaging success of the previous season, in which we secured eight of the 13 titles on offer, 2013/14 was a mixture of bad luck and missed opportunities for our club's cricketers.

Our First XI was unable to defend its Premier Cricket crown, with its quarter final against Geelong washed out. As the higher-ranked team, the Cats advanced to the semi final. The Third XI also lost its quarter final, while the Second XI reached the semi final before also departing.

We congratulate Footscray Edgewater on winning the First XI title and St Kilda on securing the JA Seitz Club Championship as the best performed club across all four grades.

The two MCC teams in the Victorian Women's Cricket Association displayed encouraging progress in just their second season of competition. The first grade team narrowly missed the finals, while the seconds endured a heartbreaking semi-final loss to Brighton.

We are sure the girls will have learnt an enormous amount during the year that will hold them in good stead for future success.

SPORTING SECTIONS/SPECIAL INTEREST GROUPS

In addition to cricket, our Sporting Sections again represented the club with distinction during the year.

We were pleased to welcome netball as an official section, joining baseball, bowls, croquet, football, golf, hockey, lacrosse, real tennis, target shooting, squash and tennis as sports wearing the club colours.

Congratulations to Lacrosse Section's Ken Nichols, who was awarded the prestigious Hans Ebeling Award for outstanding service to the Sporting Sections in November.

Ken played 273 games for MCC (including 11 years as captain), coached the club for seven years and one premiership, won the Victorian Lacrosse best and fairest and represented Australia at the 1984 Olympic Games. A wonderful record befitting the man after whom the award is named.

The club's special interest groups – Bridge Club, Long Room Wine and Food Society, War Veterans Group, Women of MCC, XXIX Club and Young Members Club – continue to prosper. We encourage our members to become involved with the activities of these groups.

HERITAGE

The sixth year of operation of the National Sports Museum and MCG Tours recorded 159,000 visitors, the highest ever outside a summer Olympic year.

Of these, around 4000 attended the NSM free of charge as part of the MCG Open Day on November 17, part of the

These young footy fans were among the 35,000 who took the opportunity to step on to the hallowed MCG turf during the MCC's Open Day.



MCC's 175th birthday celebrations.

Periods of strong visitation were also witnessed in the week of the British & Irish Lions visit to Melbourne, and in the days either side of the Liverpool FC game at the MCG in July. Around 31 per cent of the NSM's patronage came via school visits.

Our volunteer personnel, now numbering close to 400, continued to play a vital role in the delivery of the NSM, MCG Tours, MCC Library and MCC Archives. Their generosity of time and commitment is sincerely appreciated.

The museum's temporary exhibitions and displays continued to provide additional and timely attractions for visitors, as well as maintaining the museum's profile in the media.

Our staff curated a major temporary exhibition entitled *More Than Green and Gold: Australia's Sporting Colours* that featured key objects from many different sports and was seen by more than 30,000 visitors.

A range of themes was covered by focus case displays on subjects as diverse as Black Caviar's trophies, the 100th Henley on Yarra regatta and the famous image of Nicky Winmar that has had such an impact on the Australian consciousness.

The MCC Library presents topical exhibitions and displays that draw on the collections of both the Library and the MCC Archives.

The main exhibition during the year, *Making their Mark: The MCG's Record*

Holdings, focused on items relating to Kevin Bartlett's record number of matches and other VFL/AFL records and record holders at the MCG.

PARTNERS/SUPPLIERS

The club is very grateful for the support of the ground's key commercial Icon partners Coca-Cola Amatil, Herald & Weekly Times, Carlton & United Breweries and Bank of Melbourne.

We maintained strong commercial relationships with a number of licensees, partners, contractors and suppliers.

Among them are Spotless/Epicure, Ticketek, Stadia Media, The Promotions Factory, Patties Foods, Cadbury, Tabcorp Holdings, Treasury Wine Estates, Peters Ice Cream, Simplot Australia, Mars Food Australia (Masterfoods), The Smith's Snackfood Company, Douwe Egberts and George Weston Foods.

ACKNOWLEDGEMENTS

The club works with a large number of stakeholders to whom we are indebted for their contribution and support.

After the retirement of John Wylie as MCG Trust chairman last year, we congratulate long-time trustee Bob Herbert AM on the appointment as his replacement. We look forward to working with Bob and his fellow trustees to ensure the MCG remains at the

forefront of stadia trends worldwide.

I also wish to acknowledge MCC president Paul Sheahan and his fellow committee members for their willingness to provide advice and direction to management and staff. It is valued and acknowledged by all of us.

Peter Dakin and Jane Nathan each completed nine years on the committee and retired in accordance with the club's policy on tenure for committee members. Peter and Jane actively involved themselves in many of the club's activities and their contribution is very much appreciated.

The State Government of Victoria and our sporting codes – AFL, Cricket Australia and Cricket Victoria – continued their support over the past 12 months, for which we are grateful.

We acknowledge retiring Minister for Sport and Recreation Hugh Delahunty for his significant contribution and take this opportunity to congratulate his successor, Damien Drum, on the appointment.

To the management team, staff and our volunteers, I thank you for your unwavering commitment to delivering on the club's objectives and for meeting head-on the many challenges presented over the period.

Finally, I also thank the members for making Australia's oldest sporting club one in which we can all be proud.



Melbourne Cricket Club & Controlled Entities

Annual Concise Financial Report for the year ended 31 March 2014

IMPORTANT INFORMATION FOR MEMBERS

The Committee Report, Concise Financial Report and Auditor's Report contained within this document represent a Concise Report.

Members wishing to receive the full financial report and Auditor's Report may arrange delivery by calling the Melbourne Cricket Club office on (+61 3) 9657 8888.

The Concise Report contained within this document has been derived from the full financial report of the Melbourne Cricket Club & Controlled Entities for the financial year ended 31 March 2014 and cannot be expected to provide as full an understanding of the financial performance, financial position and operating, financing and investing cash flows of the consolidated entity as the full financial report.



Committee Report

Your Committee submits its report for the year ended 31 March 2014.

COMMITTEE MEMBERS

The names of the Committee Members of the Melbourne Cricket Club (“the Club”) in office during the financial year and until the date of this report are as follows. Committee members were in office for the entire period unless otherwise stated.

A. Paul Sheahan, David S. Crow, Steven J. Smith, Stephen C. Spargo, Michael J. Happell, William D. Fowles, Frederick H. Oldfield, Charles T. Sitch, Mark G. Smith, Karen J. Wood, Edward R. Yencken, Peter A. Dakin (resigned 18 March 2014), Jane L. Nathan (resigned 3 June 2013), Peter D. King (appointed 18 March 2014) and Sally G. Macindoe (appointed 18 March 2014).

NATURE OF OPERATIONS AND PRINCIPAL ACTIVITIES

The principal activities of the Club during the year were the ground management of the Melbourne Cricket Ground (“MCG”) and the encouragement and promotion of sport. The Club also performs the role of the Reserve Manager of Yarra Park.

There was no significant change in the nature of these activities during that period.

RESULTS AND REVIEW OF OPERATIONS

The consolidated net profit of the Club and its controlled entities amounted to \$9.865 million compared with a net profit of \$17.875 million for the previous year. This result included State Government grant income of \$1.206 million (2013: \$11.800 million) for the Great Southern Stand Improvement Project and Yarra Park Landscape Upgrade.

MCG events were again well patronised in 2013/14, well exceeding the 2012/13 total attendance. Football matches attracted more than 2.75 million patrons in the financial year, including six finals. An additional final, plus an extra home-and-away match at the MCG, were the major contributors to the rise in attendances. The Ashes Boxing Day Test, One Day International and T20 against England attracted over 370,000 patrons to the ground. In addition to football and cricket, the MCG hosted a friendly soccer match between Liverpool Football Club and Melbourne Victory, with the remarkable spectacle attracting close to 100,000 attendees.

The Club’s management of Yarra Park resulted in a net surplus of \$0.284 million (2013: \$0.883 million), a modest result considering a large number of car parking closures due to wet weather during the year. As required under legislation, the surplus will be reinvested in the operation, maintenance and improvement of Yarra Park. These monies support the approved Master Plan for Yarra Park, which includes major improvements to irrigation, grasses, soils, landscaping and infrastructure works.

The Club has continued a program of stadium improvements designed to improve the experience for all MCG patrons. The replacement of both vision boards within the ground occurred prior to the Boxing Day Test. The state-of-the-art, high-definition vision boards are the largest of any Australian sports stadium, being more than triple the size of the previous screens.

The Club continued to generate positive cash flows from its operating activities and will continue to monitor the cash flows and the ability to further reduce the Club’s debt. In 2013/14, the Club reduced its overall debt by \$23.874 million.

The net operating result of the parent entity is materially in line with the results of the consolidated entity.

Committee Report (continued)

SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

There have been no significant changes in the Club's state of affairs during the financial year.

SIGNIFICANT EVENTS AFTER THE BALANCE DATE

There have been no significant events occurring after balance date, which may affect either the Club's operations or results of those operations or the Club's state of affairs.

LIKELY DEVELOPMENTS AND EXPECTED RESULTS

The Committee does not expect any significant changes to the operations of the Club.

ENVIRONMENTAL REGULATION AND PERFORMANCE

The Club has updated its Environmental Management Plan for the MCG to reflect additional objectives and targets for 2013/14 and beyond. The plan provides guidelines and targets for energy, water and waste management in addition to meeting the obligations associated with legislative and regulatory compliance and social expectations. The Club has entered into an Energy Performance Contract, which has identified energy and carbon reduction strategies to be implemented during 2014/15. The MCC has set a target of reducing venue carbon emissions by 20 per cent annually through the implementation of the Energy Performance Contract.

Major environmental undertakings during 2013/14 include embedding the Environment Management System into venue operations, whilst also undertaking additional landscape upgrade works in Yarra Park. The ongoing work of the MCC environmental committee includes improvements to waste management audits and processes, provision of environmental training and awareness to MCC staff and contractors, and annual reporting to the Department of Climate Change through the National Greenhouse and Energy Reporting System.

SECURITY

Given the MCG's status as an iconic event venue in Australia, the Club has placed high importance upon the management and mitigation of security risk issues. Accordingly, several strategic security management initiatives are ongoing. These measures have enhanced the safety of ground users on event and non-event days. The Committee and Club management will continue to develop and implement security risk reduction strategies.

SAFETY

The Club provides a strong focus on Occupational Health and Safety at the MCG. This is evidenced by the Club maintaining its Advanced SafetyMAP accreditation following the annual independent audit.

SafetyMAP covers Committee, staff, contractors and MCG tenants and is continuously under review.

The review of policies and procedures occurs regularly through reporting to the Committee and its Sub-Committees, management and staff and Health and Safety Committee.

INDEMNIFICATION AND INSURANCE OF COMMITTEE MEMBERS

The Club provided and paid premiums for Directors and Officers Liability and Legal Expenses insurance contracts, covering members of the Committee, and the Directors, Executives and Statutory Officers of the Club.

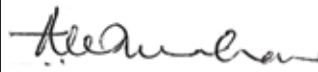
The insurance is in respect of legal liability for damages and legal costs arising from claims made by reason of any omission or acts (other than dishonesty) by them, whilst acting in their individual or collective capacity as members of the Committee or officers of the Club.

The total amount of insurance contract premiums paid during the period was \$46,500.

ROUNDING

The financial report is presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000) (where rounding is applicable) under the option available to the Club under ASIC Class Order 98/0100. The Club is an entity to which the Class Order applies.

Signed in accordance with a resolution of the Committee.



Paul Sheahan
President



Michael J. Happell
Treasurer

Melbourne, 7 July 2014



Consolidated Statement of Comprehensive Income

YEAR ENDED 31 MARCH 2014	Notes	CONSOLIDATED	
		2014 \$000	2013 \$000
Revenue		130,032	120,548
Other income		10,937	21,760
TOTAL INCOME	3	140,969	142,308
Arena expenses		(6,128)	(5,841)
Facilities expenses		(12,311)	(14,212)
Commercial Operations expenses		(9,553)	(10,264)
Member contributions to the gate		(14,553)	(12,656)
Membership and Customer Services expenses		(4,534)	(4,637)
Events Administration expenses		(18,001)	(14,842)
Administration expenses		(10,584)	(10,211)
Depreciation expenses		(31,566)	(28,733)
National Sports Museum Limited (“NSM”) expenses		(3,077)	(2,970)
Yarra Park expenses		(2,600)	(1,797)
Finance costs		(18,197)	(18,270)
TOTAL EXPENSES		(131,104)	(124,433)
NET PROFIT FOR THE PERIOD		9,865	17,875
OTHER COMPREHENSIVE INCOME			
Changes in fair value of cash flow hedge		253	181
OTHER COMPREHENSIVE INCOME FOR THE PERIOD			
Items that will be reclassified to profit and loss in subsequent periods		253	181
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		10,118	18,056



Discussion and Analysis – Consolidated Statement of Comprehensive Income

TRENDS IN REVENUES AND EXPENDITURES

Income

Total consolidated income decreased from \$142.308 million in 2013 to \$140.969 million in 2014 (see note 3 for further details). The major items contributing to this decrease were:

- Yarra Park grant received from the State Government of Victoria for Yarra Park improvements was \$1.000 million (2013: \$2.000 million).
- Government grant income received from the State Government of Victoria for the Great Southern Stand Improvement Project was \$0.206 million (2013: \$9.800 million).
- These decreases were partly offset by increased membership and customer services related revenue of \$4.319 million and event-related revenue of \$2.484 million due to a strong AFL season and Boxing Day Test, as well as the one-off Liverpool FC versus Melbourne Victory soccer match.

Expenses

Total consolidated expenses increased by \$6.671 million from \$124.433 million in 2013 to \$131.104 million in 2014. The key movements in expense categories were:

- Event Administration expenses increased by \$3.159 million in line with the increased number of events and increased patronage for the year. In particular, the Boxing Day Test patronage increased from 137,000 to 272,000 due the Ashes Test in December 2013.
- Member contributions to the gate increased by \$1.897 million, mainly due to one extra AFL home-and-away match and one extra AFL final, plus the very well attended Boxing Day Test against England.
- Depreciation expenses increased by \$2.833 million due to the capitalisation of major projects during the period and the effect of a full year's depreciation of projects capitalised at the end of the prior year.



Consolidated Statement of Financial Position

AT 31 MARCH 2014

	CONSOLIDATED	
	2014 \$000	2013 \$000
CURRENT ASSETS		
Cash and cash equivalents	41,712	30,125
Trade and other receivables	13,042	15,375
Other assets	1,263	934
TOTAL CURRENT ASSETS	56,017	46,434
NON-CURRENT ASSETS		
Property, plant and equipment		
MCG building improvements	481,622	497,170
Plant and equipment	14,280	13,286
Software assets	2,464	4,971
Work in progress	4,350	2,496
Yarra Park assets	17,325	18,337
NSM Collection assets	457	457
Derivative financial instruments	975	745
TOTAL NON-CURRENT ASSETS	521,473	537,462
TOTAL ASSETS	577,490	583,896
CURRENT LIABILITIES		
Trade and other payables	15,674	15,226
Income in advance	29,022	29,736
Interest bearing loans and borrowings	16,380	15,007
Provisions	3,101	2,859
TOTAL CURRENT LIABILITIES	64,177	62,828
NON-CURRENT LIABILITIES		
Income in advance	7,441	-
Interest bearing loans and borrowings	226,098	251,345
Provisions	308	375
TOTAL NON-CURRENT LIABILITIES	233,847	251,720
TOTAL LIABILITIES	298,024	314,548
NET ASSETS	279,466	269,348
EQUITY		
Accumulated funds	276,943	267,362
Reserves	2,523	1,986
TOTAL EQUITY	279,466	269,348



Discussion and Analysis

– Consolidated Statement of Financial Position

CHANGES IN THE COMPOSITION OF ASSETS AND LIABILITIES

Consolidated Net Assets increased by \$10.118 million to \$279.466 million.

Changes in Assets

The major changes were:

Current Assets

- An increase in Cash assets of \$11.587 million. Refer to Discussion and Analysis – Consolidated Statement of Cash Flows.

Non-Current Assets

- A decrease in MCG building improvements of \$15.548 million due to continued depreciation applied to a relatively stable asset base, with the major non-current asset inclusion during the financial year being the two new vision boards.

Changes in Liabilities

The major changes were:

Current Liabilities

- A slight increase in current liabilities due to the current/non-current allocation of debt.
- As per the 2013 financial year, total current liabilities exceed total current assets at 31 March 2014. However, total current liabilities include income received in advance of \$29.022 million, which does not require cash settlement to a third party. Consequently, the Club has the ability to pay its debts as and when they become due and payable.

Non-Current Liabilities

- A decrease in interest bearing liabilities due to principal repaid on term loans associated with the MCG Redevelopment.
- An increase in income in advance due to funds received from a contractual arrangement with a major stakeholder.



Consolidated Statement of Changes in Equity

YEAR ENDED 31 MARCH 2014	CONSOLIDATED				
	Accumulated Funds \$'000	Asset Revaluation Reserve \$'000	Yarra Park Reserve \$'000	Cash Flow Hedge Reserve \$'000	Total Equity \$'000
Balance at 31 March 2012	248,495	10	2,410	377	251,292
Profit for the year	17,875	-	-	-	17,875
Transfer to Yarra Park Reserve	(883)	-	883	-	-
Transfer from Yarra Park Reserve	1,875	-	(1,875)	-	-
Other Comprehensive Income for the year	-	-	-	181	181
Total Comprehensive Income for the period	18,867	-	(992)	181	18,056
Balance at 31 March 2013	267,362	10	1,418	558	269,348
Profit for the year	9,865	-	-	-	9,865
Transfer to Yarra Park Reserve	(284)	-	284	-	-
Transfer from Yarra Park Reserve	-	-	-	-	-
Other Comprehensive Income for the year	-	-	-	253	253
Total Comprehensive Income for the period	9,581	-	284	253	10,118
Balance at 31 March 2014	276,943	10	1,702	811	279,466



Discussion and Analysis

– Consolidated Statement of Changes in Equity

CHANGES IN THE COMPOSITION OF TOTAL EQUITY

Consolidated total equity in the current year increased by \$10.118 million to \$279.466 million.

The major equity movements during the year were:

- The reported net profit of \$9.865 million, and movement in the cash flow hedge reserve of \$0.253 million.

- Included in the total result is the transfer of the net surplus from Yarra Park activities of \$0.284 million to the Yarra Park Reserve. These amounts must be spent on the operation, management, maintenance and improvement of Yarra Park. Refer to Note 2(b) for the Yarra Park accounting policy.



Consolidated Statement of Cash Flows

YEAR ENDED 31 MARCH 2014

	CONSOLIDATED	
	2014 \$000	2013 \$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from operating activities (inclusive of GST)	137,897	114,548
Payments to suppliers and employees (inclusive of GST)	(81,002)	(79,126)
Interest received	1,197	1,482
Interest paid	(18,217)	(18,077)
NET CASH FLOWS FROM OPERATING ACTIVITIES	39,875	18,827
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(15,350)	(47,219)
Contributions relating to MCG contractual arrangements	5,661	6,000
Contributions relating to Great Southern Stand Improvement Project	206	9,800
Contributions relating to Yarra Park Landscape Upgrade	1,000	2,000
NET CASH FLOWS (USED IN) INVESTING ACTIVITIES	(8,483)	(29,419)
CASH FLOWS FROM FINANCING ACTIVITIES		
Contributions from related party	4,070	3,960
Repayments of borrowings	(23,875)	(14,031)
NET CASH FLOWS (USED IN) FINANCING ACTIVITIES	(19,805)	(10,071)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	11,587	(20,663)
Cash and cash equivalents at beginning of the year	30,125	50,788
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	41,712	30,125

Discussion and Analysis – Consolidated Statement of Cash Flows

CHANGES IN CASH FLOWS

There was a net increase in consolidated cash holdings during the year totalling \$11.587 million.

The major changes in cash movements during the year included the following:

- Receipts from operating activities increased as a consequence of increased event-related revenues (including catering receipts). Refer to Discussion and Analysis – Consolidated Statement of Comprehensive Income.
- Receipts from a major stakeholder were received in advance for an ongoing contractual arrangement.

Notes to the Concise Financial Statements

31 MARCH 2014

1. BASIS OF PREPARATION OF ACCOUNTS OF THE CONCISE FINANCIAL REPORT

The consolidated concise financial report has been prepared in accordance with the requirements of Accounting Standard AASB 1039 *Concise Financial Reports*. The financial report is presented in Australian dollars.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of consolidation

The consolidated financial statements are those of the consolidated entity, comprising the Club, MCC Nominees Pty Ltd (a subsidiary) and National Sports Museum Limited (“NSM”) (a controlled entity). The ultimate parent is the Club. The Club recognises the operations of NSM within its financial statements, but the Australian Gallery of Sport and Olympic Museum (“AGOS-OM”) Sporting Collection is an asset recorded in the financial statements of the MCG Trust.

Amounts relating to the construction and fit-out of NSM are recorded in the Club’s financial report as they are considered part of the MCG. There are no equity investments included in the parent entity relating to NSM.

The financial statements of the controlled entity are prepared for the same reporting period as the parent company, using consistent accounting policies.

In preparing the consolidated financial statements, all inter-group balances and transactions, income and expenses, and profit and losses resulting from intra-group transactions have been eliminated in full.

The subsidiary and controlled entity are fully consolidated from the date on which control is transferred to the Group and cease to be consolidated from the date on which control is transferred out of the Group.

The Melbourne Cricket Club Foundation Limited (“Foundation”), a company limited by guarantee, is categorised as a director-related entity and is not consolidated into the Club’s accounts. Established as a vehicle to encourage and promote the playing of sports and preserve and manage the Foundation’s Museum and Library, it has a distinctly separate purpose to the Club, which acts as the manager of the MCG under a management agreement with the MCG Trust and the State Government of Victoria.

(b) Yarra Park

Effective 15 March 2010, the Melbourne Cricket Ground and Yarra Park Amendment Act 2009 (“Yarra Park Amendment Act”) appointed the Melbourne Cricket Ground Trust (“MCG Trust”) as the Committee of Management for Yarra Park, thereby expanding the functions of the MCG Trust and specifying the management arrangements and the implementation of an improvements plan for Yarra Park.

Under the Yarra Park Amendment Act, the MCG Trust assumed responsibility for car parking arrangements, receiving advice from the Yarra Park Advisory Committee on the operation and management of Yarra Park, and the management of licences and contracts. Further, any money received by or on behalf of the MCG Trust in relation to Yarra Park may only be spent on the operation, management, maintenance and improvement of Yarra Park, and such monies received and spent must be separately accounted for in the financial report.

The Yarra Park Amendment Act allowed the MCG Trust to delegate its functions and responsibilities for Yarra Park to the Club and it has done so via the execution by the MCG Trust, the Club and the relevant Ministers of the State Government of Victoria through a formal *Instrument of Delegation* and *Second Deed of Amendment to the MCG Management and Indemnity Deed*.

These agreements appoint and allow the Club to fulfil all of the responsibilities assigned to the MCG Trust under the Yarra Park Amendment Act as the Reserve Manager of Yarra Park.

The Club has agreed a separate accounting policy with the MCG Trust that details those revenue and expense items that are received or incurred by the Club in the performance of their role as the Reserve Manager of Yarra Park. These amounts are included in the totals in the Statement of Comprehensive Income of the Club.

The net surplus / (deficit) of these identified items is then transferred to a separate reserve as a sub-component of equity (refer Note 13(c)) so that these amounts can be identified and spent on the operation, management, maintenance and improvement of Yarra Park.

The Club has also recorded a number of Yarra Park plant and equipment assets that were contributed by the MCG Trust for nil consideration.



Notes to the Concise Financial Statements (continued)

31 MARCH 2014	CONSOLIDATED	
	2014 \$000	2013 \$000
3. INCOME		
a) Revenue		
Membership and Customer Services related revenue	50,668	46,349
Event-related revenue	30,732	28,248
Commercial Operations revenue	29,053	27,134
NSM revenues	3,567	3,653
Yarra Park revenues	2,883	2,680
AFL revenues	8,686	8,486
Interest income	1,197	1,482
Revenue from sales	644	562
Other revenues	2,602	1,954
	130,032	120,548
(b) Other income		
Distribution from the MCG Trust for repayment of debt	4,070	3,960
MCG contractual arrangement contributions	5,661	6,000
State Government of Victoria contribution – Great Southern Stand Improvement Project	206	9,800
State Government of Victoria contribution – Yarra Park Landscape Upgrade	1,000	2,000
	10,937	21,760
Total income	140,969	142,308

Notes to the Concise Financial Statements (continued)

31 MARCH 2014

4. SUBSEQUENT EVENTS

There have been no significant events occurring after balance date, which may affect either the Club's operations, or results of those operations, or the Club's state of affairs.

5. RELATED PARTY DISCLOSURES

(a) The Committee Members of the Melbourne Cricket Club and Controlled Entities during the financial year were:

A. Paul Sheahan (President)
David S. Crow (appointed Vice-President 16 April 2013)
Steven J. Smith (Vice-President)
Stephen C. Spargo (Vice-President)
Michael J. Happell
William D. Fowles
Frederick H. Oldfield
Charles T. Sitch
Mark G. Smith
Karen J. Wood
Edward R. Yencken
Peter A. Dakin (resigned 18 March 2014)
Jane L. Nathan (resigned 3 June 2013)
Peter D. King (appointed 18 March 2014)
Sally G. Macindoe (appointed 18 March 2014)

No remuneration was paid to the Committee Members during the year.

(b) The following related party transactions occurred during the financial year:

(i) Transactions with other related parties

a) MCG Trust

The Club is party to a "Deed of Variation of Lease" with the MCG Trust pursuant to which the Club's existing tenancy of the MCG was extended until 31 March 2042 with an option to extend its lease over the members' reserve for a further 25 years.

Under a separate management agreement with the MCG Trust and the State of Victoria, the Club's role as ground manager of the MCG has also been extended until 31 March 2042.

During the year, the Club paid the MCG Trust \$4.195 million (2013: \$4.092million) in respect of its lease rental of the MCG.

The MCG Trust distributed \$4.070 million to the Club for the repayment of term loans and amortising inflation indexed bonds (2013: \$3.960 million).

From time to time, the Club undertakes transactions on behalf of the MCG Trust. As at year-end, amounts receivable by the Club from the MCG Trust were nil (2013: \$0.016 million). Amounts owing to the Club are settled on 30-day terms and are non-interest bearing.

The MCG Trust has delegated its functions and responsibilities for the management of Yarra Park to the Club. It has done so via the execution by the MCG Trust, the Club and the relevant State Government of Victoria Ministers through a formal *Instrument of Delegation and Second Deed of Amendment to the MCG Management and Indemnity Deed*. These agreements appoint and allow the Club to fulfil all of the responsibilities assigned to the MCG Trust under the Yarra Park Amendment Act as the Reserve Manager of Yarra Park.

b) National Sports Museum Limited

From time to time, the Club undertakes transactions on behalf of NSM. As at year-end, amounts receivable by the Club from NSM were \$0.081 million (2013: \$0.145 million). Amounts payable by the Club to NSM were \$0.023 million (2013: \$0.039 million). Amounts owing to the Club and NSM are settled on 30-day terms and are non-interest bearing. These amounts are eliminated in the consolidated financial report.

c) Other

Key management personnel are determined to be the Chief Executive Officer, General Managers and Executive Managers of the Club. During the year, a total annual remuneration of \$2,704,999 (2013: \$2,698,196) was paid to these personnel for the services provided to the Club.

(ii) Transactions with director-related entities

The Foundation is a director-related entity of the Club as it shares common directorships.

During the year, the Club remitted to the Foundation \$4.212 million (2013: \$4.108 million) in line with the provisions of the amended Indemnity Deed between the MCG Trust and the Club.

From time to time, the Club undertakes transactions on behalf of the Foundation. As at year-end, amounts receivable by the Club from the Foundation were \$0.019 million (2013: \$0.170 million). Amounts payable by the Club to the Foundation were \$0.021 million (2013: \$0.035 million). Amounts receivable by NSM from the Foundation at year end were nil (2013: nil).

A number of the Club's Committee members held directorships with other entities during the current year. Names of Committee members and details of the relevant entities entering into business transactions with the Club on normal commercial terms and conditions during the year were:

Mr Michael J. Happell

– Chairman of PricewaterhouseCoopers Australia's Board of Partners

Mr Mark G. Smith

– Chairman of Patties Foods Limited
– Director of Toll Holdings Limited

These Committee members did not participate in the decisions to enter into business transactions with the Club.



Statement by the Committee

In accordance with a resolution of the Committee of the Melbourne Cricket Club, we state that:

In the opinion of the Committee members:

- (a) the concise financial report of the consolidated entity for the year ended 31 March 2014 is in accordance with Accounting Standard AASB 1039 *Concise Financial Reports*; and
- (b) the financial statements and specific disclosures included in this concise report have been derived from the full financial report for the year ended 31 March 2014.

On behalf of the Committee

Paul Sheahan
President

Michael J. Happell
Treasurer

Melbourne, 7 July 2014

Independent auditor's report to the members of the Melbourne Cricket Club

REPORT ON THE CONCISE FINANCIAL REPORT

We have audited the accompanying concise financial report of the Melbourne Cricket Club which comprises the consolidated statement of financial position as at 31 March 2014, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended and related notes, derived from the audited financial report of the Melbourne Cricket Club for the year ended 31 March 2014. The concise financial report also includes discussion and analysis and the statement by the Committee. The concise financial report does not contain all the disclosures required by the Australian Accounting Standards.

COMMITTEE'S RESPONSIBILITY FOR THE CONCISE FINANCIAL REPORT

The Committee are responsible for the preparation of the concise financial report in accordance with Accounting Standard AASB 1039 *Concise Financial Reports* and for such internal controls as the Committee determine are necessary to enable the preparation of the concise financial report.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the concise financial report based on our audit procedures which were conducted in accordance with ASA 810 *Engagements to Report on Summary Financial Statements*. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the financial report of the Melbourne Cricket Club for the year ended 31 March 2014. We expressed an unmodified audit opinion on the financial report in our report dated 7 July 2014. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the concise financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the concise financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation of the concise financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. Our procedures included testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of audit evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the financial report for the year.

These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with AASB 1039 *Concise Financial Reports* and whether the discussion and analysis complies with the requirements laid down in AASB 1039 *Concise Financial Reports*.

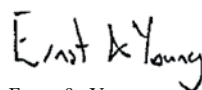
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

INDEPENDENCE

In conducting our audit, we have complied with the independence requirements of Australian professional accounting bodies.

AUDITOR'S OPINION

In our opinion, the concise financial report, including the discussion and analysis and the statement by the Committee of the Melbourne Cricket Club for the year ended 31 March 2014 complies with Accounting Standard AASB 1039 *Concise Financial Reports*.



Ernst & Young



Tim Wallace
Partner
Melbourne
7 July 2014



Governance statement

The Melbourne Cricket Club (“the Club”) is a body corporate incorporated under the Melbourne Cricket Club Act 1974 consisting of persons who under, and in accordance with, the provisions of the Club’s rules are members of the Club.

The business and affairs of the Club are overseen and controlled by a Committee (“the Committee”). The Committee comprises members of the Club elected to the following honorary office bearer positions, namely, a president, three vice-presidents and a treasurer, and up to nine other Club members elected to the Committee.

The Club will be governed with integrity and in a responsible and accountable manner. The Committee and management are dedicated in their approach to work continuously to improve strategies and structures in pursuit of excellence. This will be achieved by critically assessing performances while respecting the boundaries between the Committee and management.

The Committee meets at least 10 times a year for the purposes of overseeing all aspects of the Club’s business plan and objectives. It also deliberates on its responsibilities as ground manager of the Melbourne Cricket Ground (“MCG”) and Yarra Park for the Melbourne Cricket Ground Trust (“MCG Trust”), under the Melbourne Cricket Ground and Yarra Park Amendment Act 2009.

Additionally, the Committee reviews the performance of the Club’s management team in consultation with the Club’s chief executive officer, measuring results against the business plan objectives, ensuring compliance with legal requirements and monitoring the strategic risk management plan.

Ten meetings of the committee were held during the period April 1, 2013 to March 31, 2014 and the record of attendance of members of the Committee during the period is as follows:

A.P. Sheahan	10/10	S. Macindoe	1/1
D.S. Crow	10/10	J.L. Nathan**	2/2
S. Smith	10/10	F. Oldfield	10/10
S.C. Spargo	9/10	C.T. Sitch	9/10
M.J. Happell	5/10	M.G. Smith	8/10
P.A. Dakin*	10/10	K.J. Wood	8/10
W.D. Fowles	10/10	E.R. Yencken	8/10
P.D. King	1/1		

Because of inevitable Committee absences, the club rules have been amended to provide for attendance by technology. A brief description of the club’s approach to governance is outlined below.

MEMBERS’ ROLE

The Club’s rules require that a meeting of Full members of the Club be held annually (“the Annual General Meeting”). The purpose of the Annual General Meeting is to:

- Receive reports and audited financial statements from the Committee in respect of the immediately preceding financial year.
- Elect office bearers and other members of the Committee.
- Consider any other business for which notice

has been given in accordance with the rules set out in the Club’s constitution.

All Full (voting) members of the Club are advised in the notice of the Annual General Meeting about Committee retirements and nominations for election or re-election. Full members are encouraged to attend the Annual General Meeting.

COMMITTEE COMPOSITION

(as at March 31, 2014)

The names and details of the members of Committee in office at the date of this statement are set out elsewhere in this annual report.

The composition of the Committee reflects the broad range of experience, skills and knowledge required to oversee the management and control of the Club’s business and affairs.

SUB-COMMITTEES

To assist in the execution of its responsibilities, the Committee has established a number of sub-committees to which the president appoints committee members.

Sub-committees operate principally in a review or advisory capacity (except where powers are expressly conferred on or delegated to a sub-committee by the Committee).

Sub-committees meet as required either monthly or, in some cases, bi-monthly. The current composition and functions of the sub-committees are summarised below:

EXECUTIVE

Deals with specific Committee referrals, succession and urgent matters between Committee meetings. *A.P. Sheahan (Chairman, 9/9 meetings attended), D.S. Crow (8/8), S.C. Spargo (9/9), S. Smith (8/9), M.J. Happell (6/9).*

CLUB

Monitors the Club’s membership policies and arrangements including nomination and admission procedures, and membership benefits and services. It also oversees compliance with the rules set out in the Club’s constitution.

S. Smith (Chairman, 5/5), D.S. Crow (1/1), W.D. Fowles (5/5), P.A. Dakin (4/5), E.H. Oldfield (3/4), K.J. Wood (3/5), A.P. Sheahan (ex-officio 3/5).

CRICKET

Oversees all matters in relation to the cricket activities of the Club and its relationship with cricket authorities.

D.S. Crow (Chairman, 6/6), P.A. Dakin (1/1), E.H. Oldfield (3/3), A.P. Sheahan (ex-officio 2/6).

FINANCE & AUDIT

Oversees the Club’s accounting and reporting practices including effectiveness of accounting and internal control systems, management reporting and compliance with policy, regulatory and legal requirements.

Also reviews risk and evaluates procedures, the scope and quality of audit practices and oversees and monitors IT performance.

M.J. Happell (Chairman, 6/6), P.A. Dakin (6/6), W.D. Fowles (5/6), E.H. Oldfield (6/6), M.G. Smith (4/6), A.P. Sheahan (ex-officio 1/6).

GROUND

Reviews and monitors the Club’s ground management operations including management of the MCG and outside grounds, commercial relationships, buildings, facilities, events, human resources and occupational health and safety matters.

A.P. Sheahan (Chairman, 5/6), P.A. Dakin (6/6), J.L. Nathan (1/1), C.T. Sitch (3/5), M.G. Smith (3/5), E.R. Yencken (6/6).

OTHER COMMITTEE RESPONSIBILITIES

In addition to the formal sub-committees established by the Committee, members of Committee are involved in the following additional sub-committees and related funds or corporate bodies which meet on an as needs basis: MCC Sporting Sections, Legal, AFL, Melbourne Cricket Club Foundation, Property and Sporting Sections, Melbourne Football Club and National Sports Museum Ltd.

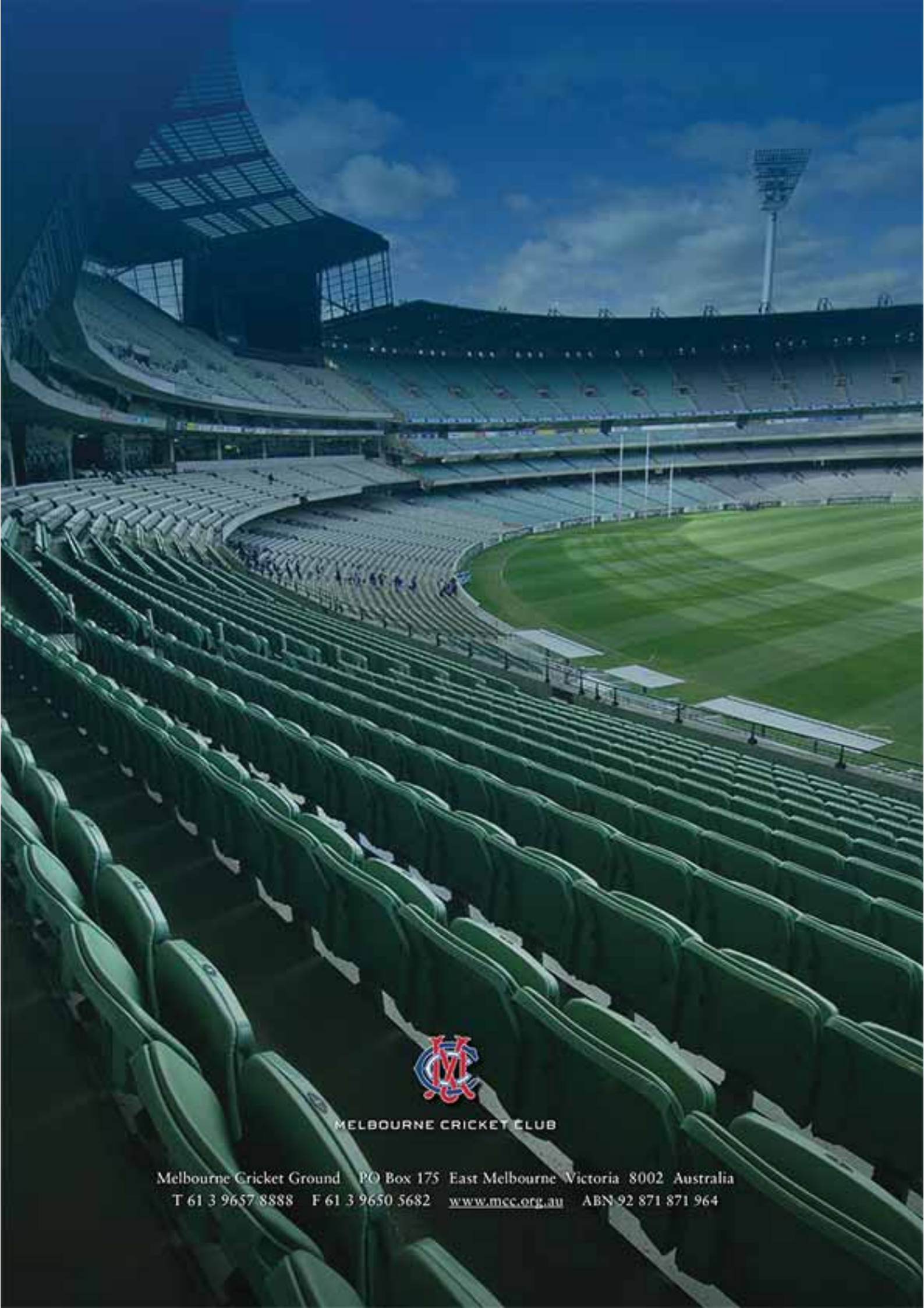
Members of the Committee who are appointed to cricket and the Club’s various Sporting Sections as Committee representatives are set out below:

Cricket:	D.S. Crow
Baseball:	K.J. Wood
Bowls:	F. H. Oldfield
Croquet:	S. Smith
Football:	S.C. Spargo
Golf:	A.P. Sheahan
Hockey:	S. Macindoe
Lacrosse:	C.T. Sitch
Netball:	A.P. Sheahan
Real Tennis:	M.J. Happell
Target Shooting:	W.D. Fowles
Squash:	S.C. Spargo
Tennis:	M.G. Smith

COMMUNICATION TO MEMBERS

The Committee aims to ensure members are informed of all major developments affecting the Club. Information is communicated as follows:

- An annual report is made available to all members, either via post or electronically. It includes relevant information about the operations of the Club during the year, changes in the state of affairs of the Club and details of future developments in addition to other disclosures required by the Club’s rules and policies or by law.
- The MCC News magazine is made available to members three times yearly.
- Regular emails are sent to those members who have submitted their email address to the Club.
- The MCC, MCG and NSM websites also are regularly updated.
- Club member information is published regularly in the sporting sections of the *Herald Sun* and *The Age* newspapers.
- The Club also uses social networking sites as a forum to engage with members.



MELBOURNE CRICKET CLUB

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