



# Derbyshire County Cricket Club



## 2022 Annual Report and Accounts

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# DERBYSHIRE County Cricket Club 2022 Annual Report and Accounts

## CLUB DETAILS

**Patron** His Grace the Duke of Devonshire KCVO CBE DL

**President** J.G. Wright MBE

**Past Presidents**  
H.J. Rhodes  
M.A. Holding  
E. Smith  
K.J. Barnett  
G. Miller OBE  
W. Tucker  
R.W. Taylor MBE  
N. Owen  
D.K. Amott HonDUniv  
Sir N. Rudd D.L.

**Vice Presidents**  
D. Booth  
A.J. Borrington  
V.L. Brownnett  
J.R. Cater  
K.J. Dean  
Sir J. Gains  
C.I. Grant  
D.A. Griffin  
M.A. Horton  
P.J. Kirby  
H.W. Lund  
C.N. Middleton  
I.P. Samways  
D.R. Skipworth  
R. Tice  
Mrs J.H. Turner  
Brigadier C.E. Wilkinson

## Supervisory Board

**Elected**  
**Chairman & Commercial Director** I. Morgan OBE

**Operations & Facilities Non-Executive Director** I. McFarlane

**Cricket Advisory Non-Executive Director** C.J. Tunnicliffe

**Legal Services Non-Executive Director** K. Bidmead

**General Expertise Non-Executive Director** J. Fage

**Appointed**  
**Non-Executive Director Finance** H. Punchihewa

**Conference & Events Non-Executive Director** M. Sehmbi

**HR & Safeguarding Non-Executive Director** J. Franco-Wheeler

**Executive**  
**Chief Executive** R. Duckett

**Chief Financial Officer** T. Baker

## DEAR MEMBER

The Annual General Meeting of Derbyshire County Cricket Club Limited will be held on Wednesday 29 March 2023, in person at The Incora County Ground and via Zoom video link, commencing at 7.30pm.

Please refer to our recent correspondence for details of how to register to attend the AGM.

The agenda for the meeting is below.

Yours faithfully,

Ryan Duckett  
**Chief Executive**

## 2023 AGM AGENDA

1. Apologies.
2. In Memoriam.
3. To confirm the minutes from the Annual General Meeting of Members held on Wednesday 30 March 2022. If any Member has a query as to the accuracy of these minutes (included in the Annual Report), it would be appreciated if this could be raised in writing with the Chief Executive in advance.
4. Matters arising regarding 2022 AGM.
5. To receive and, if approved, adopt the Annual Report of the Supervisory Board for the year ending 31st December 2022.
6. To receive and approve the Accounts and Report of the Auditors for the financial year ended 31st December 2022.
7. To announce the result of the election for the member-elected Supervisory Board roles of Commercial Director and Operations & Facilities Director.
8. To notify the Members of the appointment of Club President until the next AGM.
9. To elect the Club Auditors for 2023.
10. To receive and, if approved, adopt the amendment to Club Rule 10.28.2.
11. Any other business. Only those items of 'any other business' forwarded to the Chief Executive, in writing, before 5pm on Friday 24th March will be discussed on the night at the AGM.

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## LEADERSHIP TEAM

Ryan Duckett  
**Chief Executive**

Tim Baker  
**Chief Financial Officer**

Jamie Guthrie  
**Venue Operations Manager**

Helen Slater  
**Head of Hospitality & Events**

Viv Sheppard  
**HR & Wellbeing Manager**

Tom Skinner  
**Marketing & Communications Manager**

Jimmy Drew  
**Commercial Manager**

Mickey Arthur  
**Head of Cricket**

Dan Wheelodon  
**Cricket Operations Manager**

## USEFUL CONTACTS

**Tickets & Membership**  
01332 388 101  
info@derbyshireccc.com

**Hospitality & Commercial**  
01332 388 121  
hospitality@derbyshireccc.com

**Conference & Events**  
01332 388 105  
events@derbyshireccc.com

**Heritage Officer**  
01332 388 101  
heritage@derbyshireccc.com

**Chief Executive**  
01332 388 101  
ryan.duckett@derbyshireccc.com



# DERBYSHIRE County Cricket Club 2022 AGM



## 2022 Annual General Meeting

### Minutes of the 2022 Annual General Meeting

**Meeting held at 7.30pm on Wednesday 30 March 2022 in person and online via Zoom.**

Present - Ian Morgan Chairman,  
Jason Fage, Ian McFarlane, Hari Punchihewa, Colin Tunncliffe,  
Jo Franco-Wheeler, Tim Baker, Ryan Duckett, Kirpal Bidmead  
(online), Manni Sehmbi (online)

Chairman Ian Morgan welcomed 52 Members to the meeting  
which commenced promptly at 7.30pm.

#### 1. Apologies

Phil Kirby  
Sir David Knox  
Harold Rhodes  
Vic Brownett  
Ian Samways

#### 2. In Memoriam

Jason Fage asked all Members to observe a brief period of  
silence in memory of all Members, past players and friends of  
Derbyshire County Cricket Club for whom the Club was notified  
had passed away since the last AGM.

Dave Archer  
Brian Bennett  
Roger Birkin  
John D Brown  
Peter Collins  
Mike Hendrick  
Alan Johnson  
Keith Loring  
Alan Moseley  
Peter Peek  
Peter Siddall  
Betty Smith  
David Henry Kilner Smith

#### 3. To confirm the minutes of the Annual General Meeting of Members held on Wednesday 31 March 2021.

Proposer - Chris Seeley  
Seconder - Jane McFarlane

#### 4. To confirm the minutes of the Special General Meeting of Members held on Wednesday 31st March 2021.

Proposer - Brigadier Edward Wilkinson  
Seconder - Mark Beecroft Stretton

#### 5. Any Matters Arising

There were no matters arising.

#### 6. To receive and if approved adopt the Annual Report of the Supervisory Board statements for the previous year ending 31st December

Proposer - Chris Sheldon  
Seconder - Chris Seeley

#### 7. To Approve and adopt the accounts for 2021

At this point Finance Director Hari Punchihewa made a  
presentation to the meeting outlining more detail around the 2021  
final accounts.

A Number of questions on the accounts had been received and  
these are below:

1. From David Griffin "How many paying members does the club  
currently have on the Membership Register, and how many are  
paying Junior Members (excluding Student 16-21 members)?"  
Please also exclude Past Presidents, Vice Presidents and  
Honorary Life Members."

Ryan Duckett responded All figures to date at 17.03.2022 or  
17.03.2019 as applicable

Paying Members 2022 = 921

Paying Members 2019 = 1067

Paying Juniors 2022 = 12

Junior free offer = 110 (not included in 921 figure above. If  
included, rises to 1,031)

Additional Juniors to 2019 = +36 juniors in 2022

*\*overall figures above include Life Members which have paid for  
their Membership, but excludes Hon. Life, VPs, Board (included in  
other categories where applicable)*



## DERBYSHIRE County Cricket Club 2022 AGM

2. From Chris O'Brien: "Many thanks for all the information, and the finances are better than we may have feared. I wondered if it would be possible to include, in future annual reports, the number of members of the Club?"

And would it be also possible, e.g. at the AGM, to indicate the number of members for each of 2019, 2020 and 2021?"

I am particularly interested to see how membership compares with pre-pandemic times.

Ryan Duckett replied,

"In 2021 we had 954 members; In 2020 we had 921 members; In 2019 we had 1067 members. This excludes Hon. Life, VPs, Board (included in other categories where applicable)"

Proposer - Rachael Fage

Seconder - Chris Sheldon

### **8. To notify the members of the Club President until the next AGM**

The Chairman made the following statement, "As you all know John Wright has been our President throughout the pandemic impacted years of 2020 and 2021 and it is disappointing for us and of course for John that his Presidential Year should have been so badly constrained. Fortunately, our rules allow an extension, and without hesitation the Board asked me to invite John to serve a third year as our President.

John, in New Zealand, accepted our invitation, which I know will please everyone. John of course is held in the highest esteem by everyone at the Club as a former player and coach who played his first game in 1977. He went on to become Derbyshire's tenth highest all time run scorer and was the top scorer in our 1981 NatWest Trophy Final victory at Lords.

We look forward to welcoming John back to The Incora County Ground this summer, however be it from New Zealand or Derbyshire, he always represents the Club with pride and has a fond affection for the staff, players and supporters"

### **9. To elect the club auditors for 2022**

The Supervisory Board now proposes to re-appoint PKF Smith Cooper for the following year.

Proposer - The Supervisory Board

Seconder - Chris Seeley

### **10. To appoint the Non-Executive Director for Legal Services**

Kirpal Bidmead was re-elected unopposed as the Non-Executive Director for Legal Services

### **11. Any Other Business**

The formal business was concluded, and the Meeting closed at 8:00 PM

### **Next meeting**

March 2023 Date TBC







# DERBYSHIRE County Cricket Club Chair's Report



## Ian Morgan OBE

Chair

### Welcome to the 2022 Annual Report.

#### *Progress on and off-field in 2022*

In my report last year, I said that there was a fierce determination throughout the Club to start 'anew in '22' after a disappointing year on many fronts in 2021. I am pleased to report this year that we did just that, and as a result our Club moved forward successfully in a number of important areas.

The appointment of Mickey Arthur as our new Head of Cricket had a positive impact throughout the Club. Members and supporters were excited, as too were our sponsors and partners and there was a buzz of anticipation around the Club as we all looked forward to a change in our fortunes.

Mickey managed what will always be a limited budget at a Club of our size with exceptional skill and know how to attract high calibre players and support staff. In addition, he managed to improve the performances of the talent that we already had in the squad, many of them becoming much better players than they thought they were. I share Mickey's view that there is still more to come from the group and that while extracting further improvement will not be exponential, it must ultimately lead to what we all want - trophies. As Mickey says, we will not have achieved anything until that objective is reached.

Our targets last year were to still be in contention for promotion from Division Two in the final month of the season, to reach the knockout stages of at least one white ball tournament, to have one player take 50 wickets and another to score 2,000 runs. All but the last were successfully achieved (and we were very close to that one), but as no less than six players accumulated over 1,000 runs, I'm not going to quibble.

We won a record number of nine Vitality Blast group stage matches, some in the most exciting of circumstances and we were watched by a record number of spectators in the home fixtures. Shan Masood thrilled us all with his runs at the top of the order throughout the season and it is a shame that we could not compete with the offer made by Yorkshire to secure his services for the next campaign. We wish Shan and his new wife well for the future and will look forward to playing against him in a few months' time.

We will all have our favourite moments of the season, but for me Wayne Madsen's magnificent ton in the Vitality Blast match against Durham, George Scrimshaw's final over in the enthralling win over Lancashire Lightning in the same competition and Anuj Dal's 55 and 112 not out plus his 5-40 haul in the Championship

win at Worcester will live long in the memory. There were of course many other fine performances to savour.

I want to congratulate Sam Connors and George Scrimshaw for their call-ups to the England Lions squad which are both richly deserved, and I hope both will go on to achieve further representative honours in due course.

I also want to record my thanks and appreciation to Billy Godleman who is standing down as skipper. Billy has been a wonderful captain who has led the team by example and with great purpose, often in testing circumstances. Leus du Plooy will succeed Billy and I know he will bring his own brand of leadership to the squad. We all wish him every success.

We were very proud to receive the Best Domestic Spectator Experience Award for 2022 at the ECB Business of Cricket Awards at Old Trafford this year. So we can now say that The Incora County Ground is officially the best place to watch cricket in the country! We were also nominated for the Best Digital Innovation and the Best Digital Campaign Awards. This was a great achievement for all of the off-field team who work so hard to make every game an enjoyable experience for our Members, sponsors and spectators.

We were also delighted that we achieved a new record for viewers of England Women's bilateral matches when we hosted the England versus South Africa T20 International match. In addition to 2,500 spectators in the ground there were some 750,000 viewers on Sky and BBC TV. There is no doubt that The Incora County Ground is now a premier venue for Women's International Cricket in England.

ECB's High Performance Review occupied much time and created considerable controversy throughout the year. Although there were almost 20 proposed actions which eventually emerged and which will be progressed to the benefit of the game, two proposals caused significant angst amongst the Members of all 18 First Class Counties and beyond. These related to the structure, content and volume of domestic cricket. We kept Derbyshire Members informed of the progress of the review which was led by former England captain Sir Andrew Strauss through our regular Members' Forums. In addition we arranged a special forum which was exceptionally well attended for the sole purpose of hearing the views of our Members. The Board, the Executive, our players, coaches, support staff and our Members were all strongly opposed to the proposed changes to the domestic game and these concerns were fed back to the ECB. I am pleased to report that there are now no plans to significantly change the domestic game in 2023 or 2024 as proposed in the review.



## DERBYSHIRE County Cricket Club Chair's Report

On the subject of Members' Forums, we held a total of eight this year, all of which were accessible online. This facility has proved to be very popular with Members and attendances as a result are higher than they have ever been. We will continue to hold regular meetings in future and offer online accessibility to those unable to join in person.

The ECB recruited a new Chair to succeed Ian Watmore and I was asked to join the Cricket Panel which interviewed candidates who reached the final round. Richard Thompson, the former Chair of Surrey, was duly appointed and I believe that he will lead the organisation with great skill and determination. His mission is to make cricket the most inclusive sport and there are encouraging signs of progress already in improving the ECB and its relationship with us all as stakeholders. I wish Richard every success and look forward to welcoming him to The Incora County Ground during the season.

The long-awaited Independent Commission for Equity in Cricket report will occupy much of Richard's time in the next few months. The cricket community is bracing itself as it is not expected to be a comfortable read for any of us who love the game. It is important that we all learn from its findings and use it to improve our behaviour and the way we treat one another in the future so that we really do become a fully inclusive sport. On this subject I must thank our Board member, Jo Franco-Wheeler, who has worked very hard and offered much valuable advice on this important subject, not only within our Club but also beyond.

I said earlier in this report that the Club moved forward successfully in a number of areas and the financial health of the organisation is of course of paramount importance. I am pleased to report that we achieved a final year end profit before tax of £174k. This is of course considerably less than last year's record surplus, but it exceeds the budget that we set at the start of the year and compares very favourably with many other first-class counties, some of whom have suffered very difficult trading circumstances this year. I am particularly pleased to report that the Club paid down its remaining outstanding debt during the year and the only debt remaining is the mortgage on the Gateway. You will recall that the Board set itself the target of eliminating debt (except the mortgage) by 2024 and I am pleased that we achieved this goal in 2022.

Eliminating debt and trading ahead of budget are essential if we

are to develop, maintain and improve the facilities at The Incora County Ground. Last year we installed a new screen and scoreboard as well as making other minor improvements to the ground. This year we will be installing a new toilet block which is long overdue together with further improvements and refurbishments. None of these improvements can come fast enough of course, but we can only invest by generating the funds required through profitable trading. This requires strict and rigorous control of costs and successfully generating income from the facilities and resources that we have available to us.

Trading in the current post-Covid climate is far from easy, and the UK's hospitality sector has been hard hit. We all know pubs, cafes, restaurants and leisure venues that have closed, ceased trading or are reducing their opening hours and days. The outlook for the next year or two does not look good unfortunately and our Conference and Events business has not escaped. We operate in this sector in order to generate funds for our cricket budget so that we can compete with our rivals and improve our squad, which in turn generates ticket sales, membership and sponsors. It is a challenge at the moment but we have a good team who are capable of managing the business through the difficult times ahead and they will of course receive the full support of the Board.

It has been a privilege and honour to serve as the Chair of this wonderful Club for the past six years and I am proud to put my name forward for re-election this year for what will be my final three year term. I am very fortunate to have with me an excellent Board who devote a considerable amount of their own time on a voluntary basis and I thank them all for their support and wise counsel. The two executive members of the Board, Ryan Duckett as Chief Executive and Tim Baker as Chief Financial Officer, both work incredibly hard and put in long hours as do their teams both on and off the field. Their numbers have reduced in recent years in order to control our operational costs but their enthusiasm and commitment to Derbyshire County Cricket Club has never diminished. I sincerely thank them all.

My thanks as well go to all our Members, sponsors, partners and supporters, this is a great Club and I look forward to success both on and off the field.

Ian Morgan OBE  
Chair









# DERBYSHIRE County Cricket Club Chief Executive's Report



## Ryan Duckett

### Chief Executive

As well as hopefully improving our performances on the field, after the impact of Covid-19 over the previous two years, 2022 was all about rebuilding the business back to pre-pandemic levels and regaining momentum to achieve the key aspects of our five-year strategic plan.

Prior to the start of the pandemic our strategic objectives were focused on becoming debt free (except the long-term mortgage on the Gateway), investing in our facilities, growing the business and then investing more resource into cricket.

From the very beginning of the Covid-19 pandemic in early 2020, our response was always to lockdown the business as best we could and save costs to safeguard the Club. We had to make some tough decisions along the way, and the support of our Members, sponsors and key stakeholders (including the ECB) made a huge difference over this difficult period. Thankfully, because of this collective effort, we were able to start to rebuild our cricket and non-cricket business on some strong foundations.

This strong financial performance was highlighted during the year when we were able to meet one of our key objectives and make the decision to pay off our outstanding debt (except the mortgage on the Gateway) more than two years ahead of schedule.

In terms of investing in our facilities, as suggested in my report last year, the ECB's £50 million Infrastructure Investment Fund was always integral to our ambitions for ground development. Unfortunately, due to the impact of Covid, this fund is no longer available for counties to access and therefore, we have had to temper some of our ambitions in the short-term.

Despite this change in plan, I hope you will agree that the new scoreboard has brought a welcome, long overdue, improvement to the matchday experience across all formats. I am also pleased to confirm that we have a number of other projects that will be completed over the next 12 months including significant improvements to our toilet provision and accessible facilities. Whilst these projects are not quite on the scale we had hoped when we developed our plan pre-pandemic, I believe they will significantly improve the experience for all Members, spectators and visitors to the Incora County Ground.

I was delighted to join other members of our executive team in November for the Business of Cricket Awards at Emirates Old Trafford and win the 'Best Domestic Spectator Experience Award'. This was great recognition for the hard work of our off-field team during the 2022 season and well deserved.

Whilst taking great pride in winning this award, the executive management team all acknowledge that there is still much more

we can do to improve the experience both in terms of our infrastructure at the ground, and also our management and delivery.

The pandemic obviously had a huge impact on the growth of the majority of businesses in the sport, leisure or hospitality sector and rebuilding our revenue streams to pre-pandemic levels was made more difficult by the uncertainty still present in the market and the impact Covid had on the way people spend their leisure time and consume sport. The financial position and business models of some of our commercial partners has also changed over the last few years as have working practices across the public and private sector. This has impacted on the ability of clubs and venues such as ourselves to sell to large groups and the appetite to arrange large meetings, conferences and social gatherings.

We also downsized our off-field team to ride the challenge of the pandemic and rebuilding the team has presented some complications, with the well-publicised challenges in the recruitment market. This has naturally put additional pressure on existing staff.

Despite these challenges, our dedicated commercial sales, conference and events, as well as media and marketing teams have done an unbelievable job in rebuilding the majority of our revenue streams over the last 12 months.

Despite some uncertainty at the start of the year with the Omicron variant, we were able to see the return of full crowds without Covid restrictions. Attendances across the domestic game were a challenge for the majority of counties for some of the reasons suggested however, we bucked the trend with some record attendances at the Incora County Ground and Queen's Park, for both Derbyshire fixtures and Women's international fixtures. Membership and ticket sales both significantly exceeding budget.

Once again, we saw a significant increase in sponsorship and hospitality, with some fantastic support from our commercial partners and we hope to continue that growth in 2023 with further investment in our sales resource.

We had a record year in terms of our conference & events revenue with numbers significantly exceeding budget however, as Ian has suggested in his report, this area of the business has been a challenge in terms of bottom-line profit and has been a focus of the executive team over the off-season. This has not been unique to us as a business with the challenges of recruitment and inflation being felt right across the hospitality sector.





## DERBYSHIRE County Cricket Club Chief Executive's Report

Despite some of the criticism that hosting concerts seems to attract at certain times, I was delighted we were finally able to host the Michael Bublé concert which had been cancelled in both 2020 and 2021. This proved to be the second most profitable day (cricket and non-cricket) in the Club's recent history (certainly the last ten years) behind the Elton John concert in 2017. When we were given the re-arranged date by the promoter for this concert in September 2021, we had no sight of our fixtures or in fact the overall schedule for the 2022 season. For obvious reasons we took the decision to go ahead with the concert, as did a number of other counties, and chose not to leave a huge gap in our budget.

We were also able to host a bumper crowd for our annual Fireworks and Fun Fair event in November.

From analysis these two non-cricket events made a huge difference to our conference & events numbers and ultimately our final year end profit before tax of £174k.

With the model that we have for our music events there is no guarantee that we will be able to get / host such events each year, but I know without them it leaves a huge hole in our budget and would ultimately lead to a reduction in what we can spend on cricket. Despite adding significant pressure and workload to already incredibly busy off-field team I and the Supervisory Board believe it is the right thing to do to help push the Club forward and most importantly this strategy is supported by our Head of Cricket, Mickey Arthur.

As with everything we have to ensure we strike the right balance, and we are conscious these events often involve operational challenges and a degree of risk in terms of cricket fixtures. The easy thing would probably be to say no and just deliver cricket matches and the executive team would probably have a far better work life balance, but I strongly believe that would not be the right thing to do for the Club. I know that our existing Head of Cricket, previous Heads of Cricket, and others who have applied for the job in the past, would prefer us to go above and beyond and give us the best chance of assembling a competitive squad and winning cricket matches.

This diversification of the business for so called 'Cat C' clubs such as ourselves has become even more important as the financial benefits of hosting men's international cricket and being a Hundred host venue widen the gap further between 'CAT A' and 'CAT C' venue clubs.

This is one of the reasons why we have committed to the be involved in the inaugural 'Blast Off' at Edgbaston this summer with the commercial benefits of our involvement allowing us to again give Mickey Arthur greater resource to invest in the squad. I hope as many Members as possible will claim their ticket for what promises to be an excellent day and also take advantage of the complimentary travel we are offering for the day to all Members.

Alongside the tireless work of our off-field team, thankfully, 2022 was a much-improved year on the field and I know Mickey Arthur is determined to continue that progress further into the 2023 season. Retaining our best players and adding to the squad within our financial means is integral to continuing this growth and ultimately achieving our ambitions. As well as overseas signings and the recruitment of experienced domestic players such as Matt Lamb and Zak Chappell we need to reward and retain our existing players and our home-grown talent that continue to impress. We can only do this by continuing to grow the business.

As suggested earlier, we have felt the economic pressures on the business over the last 12 months, not only with our conference & events business but costs continue to rise across all aspects of the business. Whether it's the cost of lighting our indoor cricket hall, the operational costs of delivering the Chesterfield Festival, the price of a barrel of beer or putting the team in a hotel in Scarborough for four days in September - costs have escalated massively over the last 12 months.

We were mindful when setting our Membership pricing for the 2023 season that all aspects of society are feeling this pressure and hence why we introduced an exclusive 'Priority Window' for 2022 Members. For those not able to take up the opportunity to buy at this price, there has been an increase in the cost of Membership, but we believe Membership still offers excellent value. This increase will hopefully allow us to absorb just some of the inflationary increases we are facing without impacting on the progress we have made.

The collaboration of everyone involved with the Club made a huge difference to how we managed to get through the challenges of the last few years, but we still have a long way to go to achieve our objectives as a county. Your support as a member continues to be critical to achieving these objectives and that support is hugely appreciated by everyone associated with the Club.

As I write my report, I am mindful that cricket continues to be in the spotlight and I once again want to reiterate that equity, diversity and inclusion are integral to our ambition of ensuring Derbyshire is a club for all, whether that be players and coaches, sponsors, Members, staff and supporters, or those engaging with community initiatives or non-cricket events.

Led by a diverse Supervisory Board with a wide range of experience, knowledge and skills, we have done a lot of proactive work over recent years, which includes the introduction of an Access to Cricket Grant, EDI training for all players, coaches and off-field staff, open trials and the introduction of Disability Liaison Officer – however we recognise more change is needed in Derbyshire and across the game to ensure cricket is inclusive and accessible to all.

We continue to strengthen our partnership with Derbyshire Cricket Foundation and cricket in Derbyshire continues to grow at all levels. Widening participation in the game and inspiring a generation to say "cricket is a game for me" has been the cornerstone of the Foundation's strategy for several years and is again supported by the Club.

Despite the challenges of the last few years the Club and cricket in Derbyshire has much to be proud of. With the progress we have made on the field over the last year, an Ashes summer ahead and much more there is lots to look forward to in 2023.

Once again, your ongoing support is much appreciated, and I look forward to hopefully sharing some success with you over the summer ahead.

Ryan Duckett  
Chief Executive



## Hari Punchihewa

### Non-Executive Director Finance

I am pleased to be able to present the financial results for the year ended 31st December 2022. From a financial results point of view it has been a good year for the Club with a strong income and expenditure performance and an improvement in the long term balance sheet position. I will pick out some of the highlights and Tim, as the Executive Finance lead will pick up some of the detailed points in his report.

This financial year contained the first cricket season with no Covid restrictions since the global pandemic. You will see in the 2022 performance it looks very different than 2021, with increased income and increased expenditure. We entered 2022 knowing a number of one off items in 2021 could not be repeated such as the Bio Secure training camps we hosted and the Government Job retention scheme receipts we received.

Firstly, looking at the Income and Expenditure account, this shows a year end surplus before taxation of £174k.

As you will see in the Accounts we yet again invested in growing the cricket budget. We appointed Mickey Arthur as the new Head of Cricket, along with new player signings, including two international cricketers to strengthen the squad. This investment led to a strong performance in the County Championship and us reaching the T20 Quarter Finals, which gave us some return on investment.

We hope to be able to build on the investment in the 2023 season and look forward to a strong cricketing performance once again. Recent years strong financial performances have enabled us to set a budget which allows some increased investment in the playing squad which have seen us bring in Matt Lamb and Zak Chappell as well as two international players as our overseas players.

You will see in the balance sheet one extremely important change, a reduction in the creditors due within one year and the long term loan balances reducing. This is because we have been able to repay off the loan that was outstanding on the Media Centre. We had committed to becoming debt free by the end of 2024, apart from the mortgage on the Gateway building but due to our cash position have achieved this two years early.

Our net current assets did reduce as a result of the repayment of the long term loan but the repayment has saved us a substantial amount of interest.

Looking ahead to 2023 and beyond there are a number of challenges we face which will make future years more difficult financially. Inflation is at the highest rate since the early 1980s

which means all of costs to deliver matches are likely to increase. As with all sectors recruitment and staff retention is becoming more challenging and there are certain ECB standards which are increasing the expenditure. Our positive cash position puts us in the best place to overcome this challenge. We have set a budget which is challenging but achievable.

In 2023 we have some ground development plans which we have secured some ECB funding for as well as utilising some of our own cash reserves to fund. When you return to the ground for the 2023 season hopefully you will see some of this work in progress or complete. The main project is a new toilet facility (we hope this will be completed in time for the T20 matchdays in late May / early June).



Our auditors, PKF Smith Cooper have completed their Audit of the 2022 Financial Statements and provided a report to the Board. I am pleased to say that there are no significant deficiencies highlighted in the report and the auditors commented on the good work by the Executive team to improve the internal control framework.

This is a very satisfactory outcome for the Club and I would like to extend my thanks to Ryan, Tim and the rest of the management team.

I also want to thank all members for their continuous support both financially and otherwise together with the loyalty shown towards the club. This support gives club the strength and allows us to invest in the playing squad, improving facilities and also to reduce our debt levels.

Best wishes for a successful 2023.

Hari Punchihewa  
Non-Executive Director Finance



# DERBYSHIRE County Cricket Club Chief Financial Officer's Report



**Tim Baker**

**Chief Financial Officer**

As Hari has highlighted, 2022 was once again a positive financial year for the Club.

Income increased by £156k in 2022 versus 2021. We also did not have the £205k of Government Covid Support in 2022 that we had previously.

ECB income was lower than in 2021 but as Hari stated in his report we saw a return of crowds with no restrictions, this meant both membership and match ticket income both increased substantially (£266k). We also received income of over £25k for reaching the T20 Quarter Final.

The commercial income from sponsorship, advertising and hospitality showed some positive growth and it returned to £599k which was an increase of circa £100k. We have set a budget in 2023 that hopefully returns it to pre-pandemic levels.

Conference and Events revenue grew significantly, as we had over £1m of revenue. The challenge with this area of the business was the costs to deliver this revenue were significant and we struggled to make the profit we would have liked. The larger events such as the Fireworks display and Concerts were successful but the everyday meetings, dinners, weddings and parties were a struggle. This is an industry wide issue but an area we have identified in 2023 as one we need to improve.

We introduced an online shop in 2022 and this saw the shop revenue and profits grow.

On the cost side of the business as Hari has mentioned we grew our investment in Cricket in 2022. As per the change from last year player salaries have been recognised in line with the Accounting year end of the end of December.

We have increased the investment in nearly all of the areas of cricket; the amount we spent on players increased; we increased our coaching spend as we bought in Mickey Arthur and he built his support staff; and we increased the expenditure on the Academy and Pathway programme as we look to develop more homegrown players. The ECB put a lot of emphasis on this in their funding so we see it as a critical area of the business to resource.

Stadium costs increased which we expected as the ground become fully operational again in 2022. As the buildings were used more we had to increase the amount of maintenance. We also saw a large increase in the Clubs insurance premiums.

2022's performance will again mean we will have corporation tax to pay on the results, although not to the same level we did last year.

The 2023 budget is more of a challenge as Hari has highlighted and will require careful cost management and for us to explore revenue growth opportunities. We have managed to budget for an increase in the cricket budget while still budgeting for a small surplus.

On the balance sheet we have managed to repay off all of the debt now apart from the mortgage on the Gateway building. This has reduced the interest payable annually.

The cash balance is still strong and allows us to react quickly should we need to and make good long term financial decisions.

Tim Baker  
**Chief Financial Officer**







## 2022 Accounts

Accounts for year ended 31 December 2022

### INCOME AND EXPENDITURE ACCOUNT

Year Ended 31 December 2022

Notes	2022 £000	2021 £000
<b>INCOME</b>		
ECB - note 8	3,178	3,957
ECB Behind Closed Doors	0	136
Membership	173	154
Match Tickets	317	70
Commercial	599	500
Gateway Net Hire	21	8
Shop	43	10
Conference and Events - Note 9	1,057	489
Rental Income	87	83
Other Income	231	143
	<b>5,706</b>	<b>5,550</b>
Government Coronavirus Support	<b>0</b>	<b>205</b>
<b>COST OF SALES</b>		
Ticketing and Membership	(169)	(125)
Commercial	(181)	(97)
Shop	(34)	(16)
ECB Behind Closed Doors	(0)	(121)
Conference and Events - note 10	(1,074)	(656)
	<b>(1,458)</b>	<b>(1,015)</b>
<b>OVERHEAD EXPENDITURE</b>		
Other matchday expenditure - note 4	(297)	(191)
Cricket - note 5	(2,459)	(2,241)
Stadium - note 6	(801)	(678)
Administration - note 7	(465)	(398)
Other expenditure	(3)	(10)
	<b>(4,025)</b>	<b>(3,518)</b>
<b>OPERATING SURPLUS</b>	<b>223</b>	<b>1,222</b>
Interest Payable and similar charges	(49)	(74)
<b>SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION</b>	<b>174</b>	<b>1,148</b>
Taxation on Surplus on ordinary activities	(4)	(210)
Deferred Tax (Charge)/Credit	(32)	(15)
<b>SURPLUS FOR THE PERIOD</b>	<b>138</b>	<b>923</b>





# DERBYSHIRE County Cricket Club 2022 Accounts

## BALANCE SHEET

As at 31 December 2022

Notes	2022 £000	2021 £000
<b>FIXED ASSETS</b>		
Tangible Assets <i>note 12</i>	8,390	8,251
<b>Receivables greater than one Year</b>		
Deferred Tax Asset	78	104
	<u>78</u>	<u>104</u>
<b>CURRENT ASSETS</b>		
Stock	35	29
Debtors <i>note 1</i>	172	159
Cash at bank and in hand	1,158	1,887
	<u>1,365</u>	<u>2,075</u>
<b>CREDITORS: AMOUNTS FALLING WITHIN ONE YEAR <i>note 2</i></b>	<u>(729)</u>	<u>(1,224)</u>
<b>NET CURRENT ASSETS/ (LIABILITIES)</b>	<b>636</b>	<b>851</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>9,104</b>	<b>9,206</b>
<b>CREDITORS: AMOUNTS FALLING DUE MORE THAN ONE YEAR <i>note 3</i></b>		
Long term loans	(309)	(669)
Deferred Income	(5,778)	(5,657)
	<u>3,017</u>	<u>2,880</u>
<b>CAPITAL AND RESERVES</b>		
Share Capital	0	0
General Reserve	3,017	2,880
	<u>3,017</u>	<u>2,880</u>

## STATEMENT OF CASH FLOWS

As at 31 December 2022

	2022 £000	2021 £000
<b><u>Cash Flow from Operating Activities</u></b>		
Profit for the Year	138	924
<b>Adjustments for:</b>		
Depreciation	253	252
Loss on Disposal	2	0
Government Grants	(6)	0
Interest Paid	49	74
Taxation Charge	36	225
(Increase)/decrease in stocks	(7)	7
(Increase)/decrease in debtors	(25)	127
Increase in creditors	168	139
Increase/(Decrease) in provisions	0	(82)
Corporation Tax (Paid)/received	(210)	0
<b>Net Cash from Operating Activities</b>	<b>398</b>	<b>1,666</b>
<b><u>Cash flow from Investing Activities</u></b>		
Purchase of fixed assets	(395)	(143)
HP interest paid	(3)	(3)
<b>Net Cash from investing activities</b>	<b>(398)</b>	<b>(146)</b>
<b><u>Cash flow from Financing Activities</u></b>		
Repayment of loans	(664)	(584)
Repayment of /new finance leases	(19)	(20)
Loans due from/(repaid to) directors	0	(200)
Interest Paid	(46)	(70)
<b>Net Cash from Financing activities</b>	<b>(729)</b>	<b>(874)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>(729)</b>	<b>646</b>
Cash and cash equivalents at start of year	1,887	1,241
<b>Cash and cash equivalents at end of year</b>	<b>1,158</b>	<b>1,887</b>





# DERBYSHIRE County Cricket Club 2022 Accounts

## NOTES RELATING TO THE FINANCIAL STATEMENTS

### 1. DEBTORS

	2022	2021
	£000	£000
Trade Debtors	72	97
Prepayments	94	55
Deferred Tax Asset	2	7
Other Debtors	4	0
	<b>172</b>	<b>159</b>

### 2. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

Mortgage	(11)	(11)
Council Loan	0	(300)
Trade Creditors	(124)	(103)
Hire Purchase	(2)	(21)
Taxation and Social Security	(286)	(291)
Corporation Tax	(4)	(210)
Accruals	(242)	(190)
Advance Income	(60)	(98)
	<b>(729)</b>	<b>(1,224)</b>

### 3. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

Council Loan	0	(353)
Mortgage	(309)	(316)
Deferred Income	(5,778)	(5,657)
	<b>(6,087)</b>	<b>(6,326)</b>

### 4. OTHER MATCHDAY COSTS

Steward Costs	(90)	(77)
Scorer	(11)	(11)
Cancellation Insurance	(29)	(8)
Chesterfield	(52)	(20)
St Johns Ambulance	(21)	(16)
Public Address	(15)	(12)
Other	(79)	(47)
	<b>(297)</b>	<b>(191)</b>

### 5. PLAYING COSTS

Players Salaries and Employment Expenditure	(1,468)	(1,393)
Coaches Salaries and Employment Expenditure	(339)	(280)
Kit and Clothing	(48)	(25)
Medical and Physiotherapist	(179)	(165)
Training and Pre-season	(29)	0
Accommodation	(76)	(74)
Travel and Subsistence	(73)	(100)
Academy and Pathway	(247)	(182)
Other Costs	0	(22)
	<b>(2,459)</b>	<b>(2,241)</b>

### 6. STADIUM

Salaries and Employment Expenditure	(202)	(157)
Building and Ground maintenance	(177)	(79)
Pitch Maintenance	(27)	(24)
Utilities and Rates	(121)	(102)
Depreciation	(152)	(151)
Health and Safety and Security	(47)	(42)
Insurance	(67)	(52)
Other stadium expenditure	(8)	(71)
	<b>(801)</b>	<b>(678)</b>

### 7. ADMINISTRATION COSTS

Salaries and Staff Expenditure	(315)	(286)
Telephones	(18)	(16)
Stationery and Postage	(16)	(13)
Travel and Expenses	(12)	(8)
Office Equipment	(35)	(34)
IT Support	(20)	(18)
Audit	(19)	(19)
Legal Costs	(13)	(4)
Legal Provision Release	0	42
Other Overheads	(17)	(42)
	<b>(465)</b>	<b>(398)</b>



# DERBYSHIRE County Cricket Club 2022 Accounts

## NOTES RELATING TO THE FINANCIAL STATEMENTS

	2022 £000	2021 £000
<b>8. ECB Income</b>		
ECB General Fees	1,451	1,551
Performance (PRFP) Fees	239	566
Prize Money	6	0
Hundred Competition	182	1,408
One off Payment	1,300	432
	<b>3,178</b>	<b>3,957</b>

## 9. Conference and Events Revenue

Fireworks	68	60
Room Hire and Equipment	100	49
Catering Non Matchday	301	163
Bars Non Matchday	216	102
Concerts and Music Events	140	35
Catering Matchdays	38	20
Bar Income Matchdays	105	50
3rd Party Catering Commission	73	6
Other	16	4
	<b>1,057</b>	<b>489</b>

## 10. Conference and Events Costs

Fireworks	(47)	(38)
Music Concerts	(105)	(33)
Labour - Fixed and Variable	(385)	(282)
Agency Staff	(77)	(28)
Food Costs	(191)	(92)
Drink Costs	(106)	(49)
Consumables and Equipment	(45)	(31)
Other	(118)	(103)
	<b>(1,074)</b>	<b>(656)</b>

## 11. Conference and Events

Included in the Conference and Event costs is costing relating to internal events which has to be contractually delivered. This is Hospitality food (revenue included in commercial revenue), players food on matchdays and food for the Media. The costs included above are food and staff costs. Previously these were recognised as an internal revenue and the costs recognised in the individual budgets. Estimated food costs for this were £80k in 2022 (£111k in 2021) and estimated staffing costs are £63k in 2022 and (£0k in 2021).



# DERBYSHIRE County Cricket Club 2022 Accounts

## NOTES RELATING TO THE FINANCIAL STATEMENTS

£000

<b>12. FIXED ASSETS</b>	Freehold Land and Buildings	Plant and Equipment	Pavilion Equipment	Total
Cost				
1 January 2022	9,068	2,449	1,072	12,589
Additions	32	358	5	395
Disposals	0	(15)	0	(15)
31 December 2022	<u>9,100</u>	<u>2,792</u>	<u>1,077</u>	<u>12,969</u>
Depreciation				
1 January 2022	1,727	2,208	403	4,338
Charge for the year	160	63	30	253
Disposals	0	(12)	0	(12)
31 December 2022	<u>1,887</u>	<u>2,259</u>	<u>433</u>	<u>4,579</u>
<b>Net Book Value</b>				
31 December 2022	<u>7,213</u>	<u>533</u>	<u>644</u>	<u>8,390</u>
31 December 2021	<u>7,341</u>	<u>241</u>	<u>669</u>	<u>8,251</u>

## 13. LOANS

Interest payable loans repayable within one year:	11
Interest payable loans repayable after one year :	309
Total:	320

## 14. DEFERRED INCOME

Deferred Income includes funding received to date in respect of the Media Centre, Gateway building development, the car park development and the 2010 and 2014 ground developments, a Technology Grant and the scoreboard. Grant and funding income is accounted for in this way. The total income received is recorded as deferred income and then it is transferred into the revenue account over the life of the asset, being set against the depreciation of the asset.

## 15. DEFERRED TAX ASSET

There is a deferred taxation asset arising, due to the excess of depreciation over capital allowances. The asset has been recognised in full, even though the balance will be utilised over a significant length of time.

## 16. MEMBERSHIP

The Club had 1,089 (2021:871) members at the year end.







## Audit Report

### Independent Auditor's Report

#### Independent Auditors' Report to the Members of Derbyshire County Cricket Club Limited

##### Opinion

We have audited the financial statements of Derbyshire County Cricket Club Limited (the 'Club') for the year ended 31 December 2022 which comprise the Revenue Account, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Club's affairs as at 31 December 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014.

##### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Club in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

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

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

Our responsibilities and the responsibilities of the Supervisory Board of Management's with respect to going concern are described in the relevant sections of this report.

#### Other information

The Supervisory Board of Management is responsible for the other information. The other information comprises the information included in the annual report distributed to members other than the financial statements and our auditors' report thereon. The Supervisory Board of Management is responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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

We have nothing to report in respect of the following matters where the Co-operative and Community Benefit Societies Act 2014 requires us to report to you if, in our opinion:

- the Club has not kept proper books of account, and not maintained a satisfactory system of control over its transactions, in accordance with the requirements of the legislation; or
- the revenue account, any other accounts to which our report relates, and the balance sheet are not in agreement with the Club's books of account; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.



# DERBYSHIRE County Cricket Club 2022 Audit Report

## Responsibilities of the Supervisory Board of Management

As explained more fully in the Supervisory Board of Management's responsibilities statement, the Supervisory Board of Management is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Supervisory Board of Management is responsible for assessing the Club's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Supervisory Board of Management either intends to liquidate the Club or to cease operations, or has no realistic alternative but to do so.

## Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. Based on our understanding of the Club and industry, we identify the key laws and regulations affecting the Club, which include compliance with the Co-operative and Community Benefit Societies Act 2014. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

We identified that the principal risk of fraud or noncompliance with laws and regulations related to:

- management bias in respect of accounting estimates and judgments made;
- management override of control;
- posting of unusual journals or transactions
- Significant cash-based transactions

We focussed on those area that could give rise to a material misstatement in the Club's financial statements. Our procedures included, but were not limited to:

- Enquiry of management and those charged with governance around actual and potential litigation and claims, including instances of non-compliance with laws and regulations and fraud:

- Reviewing minutes of meetings of those charged with governance where available;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Reviewing legal expenditure in the year to identify instances of non-compliance with laws and regulations and fraud
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias. In particular those estimates outlined in note 3 to the financial statements.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>  
This description forms part of our auditor's report.

## Use of our report

This report is made solely to the Club's members, as a body, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Club's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the society and the Club's members as a body, for our audit work, for this report, or for the opinions we have formed.

PKF Smith Cooper Audit Limited  
Statutory Auditors  
Prospect House  
1 Prospect Place  
Millennium Way  
Derby  
DE24 8HG



# DERBYSHIRE County Cricket Club 2022 Governance Statement

## Governance Statement

### Annual Governance Statement

Derbyshire County Cricket Club is a community and benefit society that was formed in 1870. It is a member owned Club and one of the 18 First Class Counties. The Club is responsible for ensuring it is compliant with all laws and standards.

The Club voted in new rules effective from 1 April 2021. These changed the governance structure of the Club and made the Club compliant with the ECB's Governance Framework, which all 18 First Class Counties must adhere to.

The governance of the Club provides for systems and processes, culture and values to be fully adopted to ensure the common principles of good governance are in place, namely; effective management, accountability and transparency.

### Overview of the Club's Governance Framework

#### Board Structure and Leadership

The Club has a Board of Directors which are responsible for the oversight of the Club. The Board has 8 Non Executive Directors and 2 Executive Directors. The structure is summarised in the diagram below.

The Board: agrees the strategy for the Club; oversees that laws and regulations are being met; approves the budget; approves and sets policies; and ensures the Club rules are adhered to.

The Board then delegates authority to a set of committees that report back to the Board on a regular basis:

- Cricket Committee
- Audit and Risk Committee
- Safeguarding Committee
- Nominations Committee

- Remuneration Committee

All committees have set terms of reference.

There also a number of sub groups including a ground development working group and an Equality, Diversity and Inclusion (EDI) working group.

The Audit and Risk committee ensures that internal controls, governance and laws and regulations are being met and complied with and risks are being managed. The Non-Executive Director – Finance chairs the Audit and Risk Committee.

#### Executive Team

The Chief Executive is responsible for all Club staff and leading the Club operationally.

The Chief Financial Officer is responsible for safeguarding the Club's Financial Position and ensuring value for money.

The Executive Team is held to account by the 8 Non-Executive Directors on the Club's Board.

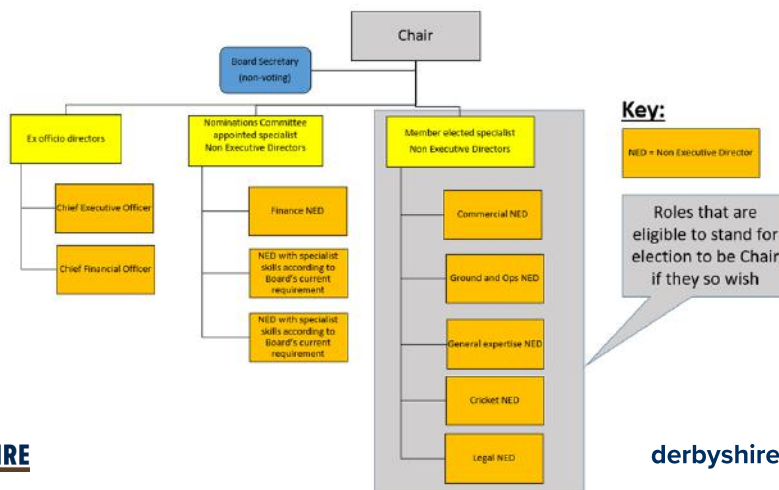
#### External Assurance

PKF Smithcooper are the current External Auditors of the Club. They audit the Annual Financial Statements and also review internal management controls.

Other external assurance is given on Health and Safety, Food Hygiene and ECB CPA compliance.

#### Conclusion

The Club's Board is satisfied that appropriate governance arrangements are in place and the Club rules are being adhered to. We will continue to review our governance on an ongoing basis to ensure it is fit for purpose.





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