



Derbyshire County Cricket Club



2023 Annual Report and Accounts

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DERBYSHIRE County Cricket Club 2023 Annual Report and Accounts

CLUB DETAILS

Patron	His Grace the Duke of Devonshire KCVO CBE DL
President	A Hill
Past Presidents	D.K. Amott HonDUniv K.J. Barnett M.A. Holding G. Miller OBE N. Owen H.J. Rhodes Sir N. Rudd D.L. E. Smith R.W. Taylor MBE W. Tucker J.G. Wright MBE
Vice Presidents	D. Booth A.J. Borrington V.L. Brownett 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

Chair & Non-Executive Director – Commercial
I. Morgan OBE

Non-Executive Director – Operations & Facilities
I. McFarlane

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

Non-Executive Director – Legal Services
K. Bidmead

Non-Executive Director – General Expertise
J. Fage

Appointed

Non-Executive Director – Finance
H. Punchihewa

Non-Executive Director – Conference & Events
M. Sehmbi

Non-Executive Director – HR, Safeguarding & EDI
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 27 March 2024, in person at The 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 on page 3.

Yours faithfully,

Ryan Duckett
Chief Executive

LEADERSHIP TEAM

Ryan Duckett
Chief Executive

Tim Baker
Chief Financial Officer

Tom Cooper
Finance Manager

Jamie Guthrie
Venue Operations Manager

Helen Slater
Head of Hospitality & Events

Viv Sheppard
HR & Wellbeing Manager

Tom Skinner
Head of Marketing & Communications

Jimmy Drew
Commercial Manager

Mickey Arthur
Head of Cricket

Dan Wheeldon
Cricket Operations Manager

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Photography:

David Griffin

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 2024 AGM Agenda and Rule Changes

1. Apologies.
2. In Memoriam.
3. To confirm the minutes from the Annual General Meeting of Members held on Wednesday 29 March 2023. 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 2023 AGM.

5. To adopt the Annual Report provided by the Chair on behalf of the Supervisory Board.
6. To receive and, if approved, adopt the Accounts and Report of the Auditors for the financial year ended 31 December 2023.
7. To announce the result of the election for the Member-elected Supervisory Board roles as follows:

Non-Executive Director – Cricket
Non-Executive Director – General

8. To ratify the appointment of the three Nominations Committee appointment Supervisory Board roles as follows.

Non-Executive Director – Finance
Non-Executive Director – Conference and Events
Non-Executive Director – HR, Safeguarding & EDI
Please note that to ensure there is always an element of continuity on the Board, as there is with Member-elected roles with at least one election each year, there will be a procedural change for this year only with the three Nominations Committee appointed roles given different term lengths of one, two or three years. From 2025 this will revert back to all appointed roles given three-year terms in line with the Club Rules.

9. To notify the Members of the appointment of Club President until the next AGM.
10. To elect the Club Auditors for 2024.
11. To receive and, if approved, adopt the proposed amendments to the Club Rules (see proposed amends below).

- 11.1 Proposed Rule Change
Amend all references to 'the Supervisory Board' to 'the Board'

- 11.2 Proposed Rule Change
Amend rule 8.2.4.1 to make clear the process of ratifying the Appointed Board Members. To read as follows:
8.2.4.1 to ratify the appointment of the Nominations Committee Appointed Board Members as outlined in rule 10 in the appropriate year.

- 11.3 Proposed Rule Change
Amend rules 8.2.4.2 and 12.3 with reference to giving the

Board authority to appoint the auditors. To read as follows:

8.2.4.2 to authorise the Board to appoint the Auditors;
12.3 The Members will give authority to the Board to appoint the auditors and agree their remuneration on an annual basis at the AGM. The proposed auditors will be presented in advance to the Members and will be ratified by a majority show of hands by those Members in attendance at the meeting.

11.4 Proposed Rule Change

Amend rule 8.6 to include online attendance and more clearly defined quorum rules. To read as follows:

8.6 No business may be transacted at any General Meeting unless a quorum of forty voting Members is present either in person or joining remotely (via Zoom, Teams or the Club's chosen virtual platform) at the time when the Meeting should commence and at all times until the meeting formally closes. If half an hour after the time appointed for the Meeting or at any time during the meeting, a quorum of Members is not present, the Meeting if convened upon the requisition of Members, must be abandoned. In any other case, it must stand adjourned to such other date and at such other time and place as the Board may determine and notify to voting Members. If at the adjourned Meeting a quorum is not present half an hour after the time appointed for the Meeting, the Members present shall form a quorum. Any Members choosing to join remotely must clearly state their full name on their Zoom, Teams (or the Club's chosen online platform) ID to be admitted to the meeting or must be able to provide proof of membership and show a copy of formal ID on request.

11.5 Proposed Rule Change

Amend Rule 10.3 to reference minimum size of the Board is 10 Directors. To read as follows:

The Board consists of a minimum of 10 Directors split as follows:
Five Member elected Non-Executive Directors

*Non-Executive Director – Commercial
Non-Executive Director – Ground and Operations
Non-Executive Director – Cricket
Non-Executive Director – Legal
Non-Executive Director – General with no specialist skill requirements*

Three Nominations Committee appointed Non-Executive Directors

*Non-Executive Director – Finance
Non-Executive Director – with appropriate specialist skills at the discretion of the Board
Non-Executive Director – with appropriate specialist skills at the discretion of the Board*



DERBYSHIRE County Cricket Club 2024 AGM Agenda and Rule Changes

Two Executive Directors

Chief Executive Officer
Chief Financial Officer

11.6 Proposed Rule Change

Amend Rule 10.4 to stipulate that Nominations Committee appointed Non-Executive Directors must become Members of the Club. To read as follows:
10.4 All Member elected Non-Executive Directors must be Members of the Club. Nominations Committee appointed Non-Executive Directors must become Members of the Club once their appointment has been ratified by the Members.

11.7 Proposed Rule Change

Delete Rule 10.6 to 10.6.3 and reference to the Board Secretary.
"Whilst the Board may appoint a Board Secretary it is not deemed necessary to be defined in the Club Rules and should be at the Board's discretion."

11.8 Proposed Rule Change

Add new Rule 10.6 giving the Board the ability to increase the size of the Board to a maximum of 12 Directors. To read as follows:

10.6 The Board may choose at its discretion to increase the size of the Board to a maximum number of 12 Directors to ensure the relevant skills and gender and ethnic diversity are present at any one time on the Board by increasing the number of elected Non-Executive Directors to six and the number of Appointed Non-Executive Directors to four. Any additional appointments would be subject to the usual nomination and electoral process appropriate for either an elected or appointed Non-Executive Director as set out in Rule 10.1 to 10.30 and the appropriate terms would apply. Following any increase in the size of the Board to 12 the Board may choose to reduce the size of the Board back to a minimum of 10 once any appropriate terms are complete at its discretion.

11.9 Proposed Rule Change

Amend Rule 10.7 to allow the Chair to be elected (by elected Members of the Board) from both elected and appointed NEDs. To read as follows:
Chair
*The Board is led by a Chair. Both the Member elected and appointed Non-Executive Directors are eligible to be Chair however, the Chair is elected by the Member-elected Non-Executive Board Members only.
The term of office for the Chair will match the relevant Non-Executive Director's term of office as a member of the Board. When that term ends, the elected Non-Executive Board Members will again select a Chair from either the Member elected or appointed Non-Executive Directors.*

11.10 Proposed Rule Change

Amend Rule 10.18 to reflect the continuation of our three-year cycle but taking our reference to 2021, 2022 and 2023. To read as follows:
10.18 The elections of the member elected roles will be split on a three-year voting cycle with each serving a three-year term.

11.11 Proposed Rule Change

Amend Rule 10.19 to reference an elected Board member joining the Nominations Committee if the Chair is an appointed NED. To read as follows:
10.19 The Nominations Committee shall consist of the following.
· Club Chair
· The Nominations Committee Appointed Non-Executive Directors*
· One independent Human Resources Adviser (will have full voting rights and can only serve for maximum of nine years)
**Note: In the event that the Club Chair is a Nominations Committee Appointed Non-Executive Director, one of the other Appointed Directors must be replaced on the Nominations Committee by a Member -Elected Non-Executive Director.*

11.12 Proposed Rule Change

Amend Rule 10.26 to state CEO rather than Board Secretary. To read as follows:
10.26 Nominations Committee appointed Non-Executive Director appointments will be ratified by the Members. If 25% of Members object to the appointment, then the appointment becomes null and void and the nominations committee will re-select a candidate for ratification. The ratification will take place with proposed appointments sent to Members prior to the AGM, if Members object to the appointments they should notify the Club's Chief Executive in writing seven days prior to the AGM.

11.13 Proposed Rule Change

Amend rule 10.28.1 with regards to maximum terms of service. To read as follows:
10.28.1 All Non-Executive Directors should serve for no more than nine years in total whether in consecutive terms or not.

11.14 Proposed Rule Change

Amend rule 10.28.4 to include reference to appointed Board Members. To read as follows:
10.28.4 A Directors term starts when they have undertaken a Member election or their appointment has been formally ratified by the Members.

12. Any other business. Only those items of 'any other business' forwarded to the Chief Executive, in writing, before 5pm on Friday 22 March will be discussed on the night at the AGM.



2023 Annual General Meeting

Minutes of the 2023 Annual General Meeting

Meeting held at 7.30pm on Wednesday 29 March 2023 in person and online via Zoom.

Present - Ian Morgan Chair,
Tim Baker, Kirpal Bidmead, Ryan Duckett, Jason Fage, Ian
McFarlane, Hari Punchihewa, Manni Sehmbi, Collin Tunnickliffe

Chair Ian Morgan welcomed 91 Members (47 in person and 44 on Zoom) to the meeting which commenced promptly at 7.30pm.

1. Apologies

David Booth
Alan Flintoff
Jo Franco-Wheeler
Phil Kirby
Sir David Knox

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.

Mrs Ennis Howard
Mr Clive Inman
Mrs Maureen Kelk
Mr Ian Kellock
Mr David Paling
Mr David Smith
Mrs Lorna Stones
Mr Brian Tomlinson
Mr Geoffrey Woolley (High Peak Cricket Society)

3. To confirm the minutes of the Annual General Meeting of Members held on Wednesday 30 March 2022.

Proposer - Edwin Allen
Seconder - Rachael Fage

4. Any Matters Arising

There were no matters arising.

5. To receive and if approved adopted the Annual Report of the Supervisory Board statements for the previous year ending 31 December

Proposer - Sally Tunnickliffe
Seconder - Chris Grant

6. To Approve and adopt the accounts for 2022

At this point Finance Director Hari Punchihewa made a presentation to the meeting outlining more detail around the 2022 final accounts.

Two questions on the accounts have been received, both from Chris O'Brien and these are below:

*First, item 8 in the notes to the financial statements refers to ECB income. I understand that the ECB will pay each county at least £1.3m for a number of years in respect of The Hundred. Am I right in thinking that in 2021 this was the item £1.408m against The Hundred?
But in 2022 we have just £182,000 in that line, and a further £1.3m as a one-off payment. So, are the payments for The Hundred £1,482,000 in 2022? And, if so, why is the £1.3m in 2022 shown as a one-off payment when it is expected for (two more?) years in the future?*

Tim Baker explained we have received £1.3m from ECB in 2022 relating to the Hundred and will up until the end of 2024. Discussions are ongoing for 2025 and beyond. The £182k relates to an ECB payment relating to the Academy. 2021 we received slightly more due to Covid.

Second, the Club hosted two ECB matches for women in 2022: an ODI and a match in the Rachael Heyhoe Flint Trophy. DCCC Members were admitted free to both of those games. Does the Club pay the ECB for that Members' benefit? I ask because it seems to me that it would be difficult to say how much that benefit was worth since you don't know how many Members would attend (until after the match). Could you clarify, please?

Tim Baker answered the Club doesn't have to pay the ECB for these matches and all ticket revenue is retained by the Club and why we are able to offer it as part of the membership.



DERBYSHIRE County Cricket Club 2023 AGM

The Accounts were then proposed and seconded as below:

Proposer – Ian Samways

Secunder – Jane McFarlane

7. To notify the Members of the Club President until the next AGM

The Chair made the following statement: "It gives me great pleasure to announce to our Members the new Club President for the 2023 season. A familiar face I'm sure to all of you, this former batter made his debut in 1972 and scored fifteen thousand five hundred and forty runs, putting him eighth in the Club's all-time leading run-scorer charts.

"A patient and obdurate opener, plying his trade against the likes of Andy Roberts, Joel Garner and Wayne Daniel to name just three, his long career demonstrates how successfully he met that challenge.

"Part of the famous 1981 NatWest Trophy winning side, a former captain and latterly Chief Executive, Derbyshire's new Club President is Alan Hill."

8. 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

Secunder – Edwin Allen

9. To appoint the Non-Executive Director for Legal Services

Tim Baker explained there was a typo in the agenda on this item which stated legal services Director.

He then announced the results of the election for the Non-Executive Director – Commercial are that Ian Morgan stood for election unopposed so is elected to the Board for a three-year term as Non-Executive Director – Commercial.

The same situation with the Non-Executive Director – Operations and Facilities, Ian McFarlane stood for election unopposed so is elected on a three-year term.

Tim Baker then explained under the Club rules the Board elect a Chair from the five elected Director roles. Ian Morgan has put his name forward and at the Board meeting earlier today the Board have elected Ian as Chair. Ian has confirmed he was happy to continue as Chair but also happy to stand down now or at any point in the next three years should another Elected Board member like the position of Chair. Any change would be subject to the Board voting for this and approving it as per the Club rules on the appointment of Chair.

10. To Approve and Adopt the Club Rule amendment to rule 10.28.2

Ryan Duckett briefly explained the Club rule and the reason for the minor amend.

Proposer – Edwin Allen

Secunder – Rachael Fage

11. Any Other Business

The formal business was concluded, and the Meeting closed at 8:03 PM

Next meeting

March 2024 Date TBC





DERBYSHIRE County Cricket Club Chair's Report



Ian Morgan OBE

Chair

Welcome to the 2023 Annual Report.

A Curate's Egg

The best way I can describe 2023 is the phrase 'curate's egg'. That is to say, it was good in parts.

I will start with the good by reporting that we made a profit of £105,000 (before tax) from a turnover of £5.7million. To make a profit in excess of budget once again is testimony to the hard work and effort by our executive management team and staff who continue to work very hard to manage and control the costs of running a cricket club in very difficult circumstances. I have always taken the view that revenue goes where revenue goes and there is only so much that you can do to manage income streams. But costs are manageable, and must be managed vigorously to achieve the results that this Club has produced in recent years. Our team are strong on cost control and that is the reason for another profitable year at a time when many other organisations and cricket clubs are reporting substantial losses.

Our Conference and Events business made a significant contribution to the bottom line result which did not seem likely just 12 months ago. We were concerned at that time that we were putting in a huge sales effort to produce very slim margins and we were concerned that if we did not make some changes the very slim margins would soon disappear altogether. However, we introduced a new hybrid operating model with a catering partner, Saffron and from the first day results improved. I'm pleased to report that feedback from Members and supporters has been good, we have maintained quality standards and importantly, increased our margin.

We delivered another successful concert when The Who supported by UB40 brought their 'Who Hits Back' UK tour to The County Ground on a damp, chilly night in July. Despite the weather, thousands turned up to see the two legendary bands perform. The audience was the third highest on the UK tour and our reputation for delivering well organised, well supported concerts was enhanced even further. Having seen both bands previously on more than one occasion I have to say that the advancing years of all the artists has only improved the quality of their performances and whilst their voices might not be as strong as they once were they all know how to put on a really good show.

Despite the cost of living crisis and the squeeze on disposable income our Christmas parties were sold out again and another

bumper crowd came to our annual Fireworks Night and Fun Fair.

Ground improvements are high on the Board's agenda as I have said in previous reports. They are expensive, but they are essential if we are to meet the reasonable expectations of everyone who comes to watch cricket and attend our events. We want them all to come again and again and that just won't happen if they feel that our facilities are not up to scratch.

Good toilets are a very basic requirement for everyone and particularly families with young children, so I am pleased to report that we opened two new toilet blocks during the year which has made a big difference to our spectator offer. There were a number of other minor but very important ground improvements including a Multi-Faith Room which was opened by the Leader of Derby City Council, Baggy Shanker, a strong supporter of our Club.

Going forward we must invest in increasing the number of seats as too many fans are unable to find seats together on some of the busy T20 nights. They are far more likely to come again if they know that they will be able to sit together and although it will be an expensive project, it will pay for itself in time. We also need to make improvements to our dressing rooms in order to comply with ECB requirements.

We must be on the right track in terms of the spectator experience as our post-match survey feedback returned record scores this year and we scooped three Business of Cricket Awards at a gala night in Bristol – only Somerset CCC were able to match our haul of prizes.

Customer expectations rise constantly and so they should, so it is important that we continue to invest in this important area and stay ahead of the curve if we want to attract more fans and retain those that we already have.

On the field and despite a good number of superb individual performances the first team under-achieved. We were a far better team than the final tables suggested, but we failed to live up to our own expectations let alone those of our Members and supporters. That said I must congratulate George Scrimshaw and Bess Heath who both made their international debuts for England during the season. Both fully deserved their recognition and have earned their international caps. Unfortunately, George is moving on next season but we wish him well at Northamptonshire – except when he plays against us of course! I should also record that our Second XI won the T20 Competition so the season was not without success.



DERBYSHIRE County Cricket Club Chair's Report

We finished sixth in Division Two of the County Championship without a win, although bad weather prevented us from victory on at least two occasions, eighth in our One-Day Cup Group and we narrowly missed qualification for the quarter-finals of the T20 Blast in a winner-takes-all match against Worcestershire in the last game. It was not what we expected and Head of Cricket Mickey Arthur and his support staff are determined to put that right in 2024. We scored enough runs in most games but we were often unable to bowl the opposition out. To this end Mickey has recruited seven new players who include proven winners, internationals and exciting performers. Both overseas players in 2024 are bowlers. Mickey has said consistently that his third year in the job will be the time to judge him and he now has for the first time his own squad - every player has been signed or re-signed by him.

We agreed to take part in the inaugural Blast Off at Edgbaston, a double header event to kick off the T20 Vitality Blast. The event was a great success and gave the tournament a much needed high profile start. We had to give up a home game to participate but it was worth our while commercially and the players were pleased to open the tournament at a major ground in front of a big crowd. I was delighted that Members on the whole welcomed the initiative and many travelled to Birmingham to watch the two matches.

Looking beyond the county, cricket is still under close scrutiny and the publication of the Independent Commission for Equity in Cricket (ICEC) report and its 137 recommendations attracted more attention. Cricket responded positively to the report and 12 programmes of activity have been set up to address the recommendations. ECB Chair Richard Thompson is committed to making cricket the most inclusive sport and he has the full support of everyone at Derbyshire County Cricket Club.

Looking ahead to 2024 whilst we are expecting much improved results on the field of play, we know that off the field, keeping costs below revenue is going to be a very tough challenge indeed. Attracting sponsorship is particularly difficult in the current economic climate and several of our current deals are due to terminate. On top of that, significant increases in energy costs, the National Minimum Wage and hotels for away matches will make balancing the books

very difficult for us this year. We have, as always set a budget which brings in a small surplus and I hope that I will be able to report another profitable year in 12 months' time.

Sadly, three of my colleagues are stepping down from the Board at the AGM. Colin Tunnicliffe and Jason Fage have both served the maximum term allowed by our Club Rules and Hari Puncihiwewa has decided to call it a day after seven years of keeping a very watchful, expert eye on our finances. All three have made huge contributions to Derbyshire County Cricket Club in their different ways and devoted many hours of their time to the Club's well-being. We shall miss them at Board and Sub-Group meetings and I should like to record my sincere thanks to all three for their support, participation, valued advice and companionship.

We are fortunate that three exceptional candidates have put their names forward to join the Board and I hope that their appointments will be confirmed at the AGM. All three are cricket lovers who also have skills that will add value and experience to the Board and will help us to drive the Club forward.

May I thank my other colleagues on the Board for their hard work and valuable time. As volunteers and particularly when times are fraught, like me they must wonder why they do it. But to fully appreciate the good you have to experience the bad and we all desperately want Derbyshire County Cricket Club to succeed on and off the field. We also know that it will.

Sincere thanks as well to Ryan Duckett and every member of staff who work long hours with passion, commitment and a smile. They keep the Club going through thick and thin whatever problems come their way. And to Mickey Arthur, his coaching team, support staff and the players who all give their very best for Derbyshire County Cricket Club and work hard for success.

Finally many thanks to all our Members for their patience and support. You are part of a great cricket club that is determined to be even greater. And we will be.

Ian Morgan OBE
Chair







DERBYSHIRE County Cricket Club Chief Executive's Report



Ryan Duckett

Chief Executive

With a packed domestic schedule including another successful BRM Chesterfield Festival of Cricket, the inaugural Blast Off, a Women's IT20, Regional Women's fixtures, ground development projects, a major events programme and much more, 2023 was another busy year both on and off-the-field.

Out in the middle, at senior level, there were some outstanding individual performances including six players scoring 1,000 runs or more in all formats across the season, 15 first-class centuries, Wayne Madsen equalling a world-record with five-consecutive scores of 50 or more in the Vitality Blast (agonisingly, he was six runs from breaking the record!), Luis Reece breaking a Club-record with seven-consecutive scores of 50 or more in the County Championship, a Club-record first-class opening stand of 360 by Harry Came and Luis Reece versus Glamorgan, while Zak Chappell and Zaman Khan both broke the Club-record for most wickets in a T20 season.

There was also a record win against Yorkshire at Queen's Park, as well as an amazing run-chase against Birmingham Bears at Edgbaston that will live long in the memory. However, it was a season of fine margins and what-ifs, narrowly missing out on qualifying for the Blast quarter-finals for what would have been the fourth time in seven years after a winner takes all match against Worcestershire. Many so-called bigger counties didn't even come close.

Before moving on from the Blast, a huge congratulations to Chris Highton and those involved in winning the Second XI T20 competition at a memorable Finals Day with wins against Yorkshire and Glamorgan at Wormsley.

In terms of the Championship, we went toe to toe for the majority of the season and things could have been rather different had the British weather been a little bit kinder. Without rain interventions in matches against Leicestershire, Worcestershire, Gloucestershire and Sussex and the odd dropped catch in one or two other matches the league table could have looked very different. The pitches in Derby were also a talking point with regards to four-day cricket and this has been a point of discussion over the off season for the Cricket Committee and our groundscare team. Neil Godrich, our Head of Groundstaff and his team are one of the best on the circuit and I am confident that we will see a more equal contest between bat and ball over the next season.

Ultimately, despite all of the above, I think everyone would accept that, both performances (at times) and results, didn't meet pre-season expectations and Mickey Arthur and our cricket staff are determined to redress this balance.

Planning for 2024 started way back in the early summer of last year with difficult decisions as always to be made on players that are out of contract, some of whom have enjoyed excellent careers at Derbyshire. I would like to wish them all the best for their future careers either in or out of cricket and we look forward to seeing a number of them back at The County Ground in the coming season.

One of these players is George Scrimshaw and I am sure all of our Members will have been delighted to see a Derbyshire men's player wearing a senior England shirt for the first time in 21 years. Two academy players were also called up for the Young England Lions in Harry Moore and Yousaf Bin Naeem, and with some of our more established players continuing to impress, I am confident the wait for another senior England men's cap will not be quite as long!

Bess Heath also won her first senior England cap alongside Sarah Glenn to ensure Derbyshire continue to be well represented internationally with the ever-increasing profile of the Women's game.

2023 saw record investment in our cricket department and we will be increasing this again in 2024. Seven new faces coming in will bring both quality and depth to the squad and this alongside the progress of our Academy and Player Pathway, under the guidance of Daryn Smit, fills me with optimism for the year ahead and beyond.

This continued investment in cricket is built on the fantastic support we continue to have from our Members and key partners who have allowed the Club to build strong foundations to take Derbyshire forward. Not just in terms of investment in cricket, but also in our facilities to enhance the customer experience at The County Ground for our Members, supporters and non-cricket event customers who continue to help sustain the business.

2023 saw significant and much needed investment in our toilet facilities at both the City and Racecourse ends of the ground, as well as a new Multi-Faith Room and significant improvements to our accessible facilities to ensure The County Ground is a welcoming and inclusive venue for all.

This investment, in addition to our new scoreboard which went live at the start of the 2022 season, have been headline projects, but there has been significant investment in other parts of the ground that are less visible but ensure we are compliant with existing health and safety and ground safety legislation. These included a new CCTV system and significant investment to improve the infrastructure of the Marquee which remains a key revenue source for the Club.

As suggested at a recent Members' Forum, the next year will not see one headline project but rather a number of smaller projects to



DERBYSHIRE County Cricket Club Chief Executive's Report

improve facilities at the ground for both players and spectators and make us more sustainable as a Club from both a financial and environmental perspective. This investment will total c.£350,000 and will include improvements to the players changing rooms, LED lighting in the Ryley Wealth Elite Performance Centre, ground wide Wi-Fi and a new ticket office outside the ground.

As suggested in last year's annual report, the pandemic tempered some of our more longer-term ground development ambitions whilst we rebuilt the business. With the strong foundations we have put in place over the last few years and some funding options starting to emerge, we feel the time is now right to pick up conversations and start to develop a ground masterplan in more detail. Key objectives will no doubt include increasing our seating capacity to help grow our domestic cricket audience, but also maintain our status as a Women's international cricket venue as well as a permanent replacement for the Marquee to help sustain and grow our cricket and non-cricket hospitality business.

Other ground development projects may involve development partners that will bring new investment or provide enabling development opportunities and to this end we are in early conversations with Derby City Council about variations to our existing lease agreement.

In November I was delighted to join Members of our executive team for the ECB Business of Cricket Awards at the County Ground in Bristol, at which Derbyshire won three awards. This was on the back of winning 'Best Domestic Spectator Experience Award' in 2022 and again great recognition for the hard work of our off-field team.

We have one of the smallest off-field teams out of the eighteen first-class counties but as I have said many times before I strongly believe we have one of the best. The final year end profit before tax of £105,000 is I believe a fantastic achievement in difficult economic times, particularly with the impact of inflation. This result is largely down to this group who continue to drive revenue and efficiently deliver both cricket and non-cricket events whilst striving to maintain a high-quality customer experience.

The executive management team all acknowledge that there is still much more that we can do, and we hope that that the continued improvements in our facilities will help us achieve some of these objectives.

The cricket and wider sport economy continues to get a lot of press and I believe our year end result will be one of only a few similar size counties to make a profit in the last year. This will again highlight the gap between 'CAT A' and 'CAT C' venue clubs and the additional revenues that come with hosting men's international cricket and being a Hundred host venue.

Whilst 2023 has proved another profitable year I am mindful that the year ahead continues to provide challenges. The economy over the last few years has certainly had an impact on some of our key long standing commercial partners and our commercial team are working tirelessly to replace this revenue. Utility costs also remain much higher than previous years, costs across the board continue to rise and the impact of up to a 14% increase on national minimum wage obviously has an impact.

With this in mind, we constantly have to challenge the norm and try new things to sustain and hopefully grow the business and counter some of the challenges I have highlighted. One example is agreeing to play in the inaugural Blast Off, which despite some initial criticism

proved extremely popular with our Members and added around £20,000 to the bottom line year on year to our ticketing income. In last year's report, I highlighted the importance of our major events programme and The Who concert and our annual Fireworks Night & Fun Fair event again contributed significantly to our year end result and ultimately allowed us to invest more in cricket.

As I have stressed for a number of years, with the model that we have for our music events there is no guarantee that we will be able to secure and host such events each year, but I know without them it leaves a huge hole in our budget. Our strategy has not been helped over the last year by Derby City Council's approach into the concert market with vastly different commercial aspirations to our own.

Finally, in terms of challenging the norm, in last year's report it was clear that the profitability of our C&E business was a concern. This was not unique to us as a venue or a sports club as is evident from the continued challenges across the hospitality sector. After a significant amount of work in the first quarter of last year we made some changes in this area to adopt a more hybrid model with a combination of keeping some elements of the business in-house and outsourcing other elements of our C&E and hospitality delivery. These changes were implemented during the second quarter of the year and thankfully the results have delivered a much more profitable year in this area of the business. I am keen to ensure that with these changes we don't compromise the customer experience and I am hopeful that with a full year of this model our 2024 P&L will see further benefits from this change.

Despite some of the challenges we face and some of the high-profile stories negatively impacting on the game over recent times, the game is good health not just here in Derbyshire but right across the country with participation numbers again up at all levels of the game for both girls and boys, men and women and viewing figures and attendance figures continuing to hit record numbers.

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 continues to be supported by the Club.

At the time of writing, the executive team are assessing our potential application to be either a Tier 1 or Tier 2 Women's County.

Whichever we apply for, and are granted, we are excited about this additional aspect of the Club and helping the ECB achieve its ambition of becoming the UK's most inclusive sport.

Finally, I would like to thank the Supervisory Board for their continued support and particularly Jason Fage, Hari Punchihewa and Colin Tunncliffe who will be all standing down from the Board at the AGM on 27 March. All have given fantastic service to the Club and have given unwavering support and guidance through some difficult times for the Club. The time required and responsibilities that come with being a Board member and attending sub-committee meetings far outweigh any hospitality that may be granted at away matches and I hope we will still see them all regularly at The County Ground this season and beyond.

Thank you to all our Members for your ongoing support – it is much appreciated, and I look forward to hopefully sharing some success with you over the summer ahead.

Ryan Duckett
Chief Executive



DERBYSHIRE County Cricket Club Finance Report



Hari Punchihewa

Non-Executive Director – Finance

I am pleased to be able to present the financial results for the year ended 31 December 2023. From a financial results point of view, it has been another very good year for the Club, showing a strong income and expenditure performance and an improvement in the long-term balance sheet position.

It is really encouraging that the 2023 performance is not just a one off, but was built on the strong performances we have had since 2019 and further enhancing our already strong financial position.

I would like to highlight the following. Firstly, the Income and Expenditure account shows a year end surplus before taxation of £105k. We achieved this result at a time when many other county cricket clubs are struggling with their finances and posting deficits for the year.

Our income increased by £61k compared to last year, 2022. ECB income was similar to 2022 but in that year we received income of over £25k for reaching the T20 Quarter Final. In 2023, George Scrimshaw playing for England and us playing more England Qualified players allowed to cover this shortfall of not reaching the quarter-final.

The commercial income from sponsorship, advertising and hospitality showed a positive growth of £85k despite economic challenges faced by all businesses.

Conference and Events revenue continued to grow from the last year and having a very successful concert in 2023 contributed to achieving such positive financial figures.

On the expenditure side, most areas remained consistent with last year except for the Cricket. Yet again we kept with our commitment to invest in cricket and increased the cricket budget by £140k compared to the last year.

Further during 2023, we managed to invest capital funds to improve the facilities including additional toilets around the ground for the benefit of our supporters and spectators.

Our cash position remains healthy. The liabilities have reduced as we repaid the outstanding loan on the Media Centre in 2022, our only debt outstanding is the mortgage on the Gateway Building. This is a long-term debt and there is no immediate benefit in using our cash reserves to pay it off at present.

Our net current assets position increased again this year and they have grown to a healthy level giving more stability to the Club finances.

Looking ahead to 2024 and beyond there are a number of challenges we face which will inevitably make future years more difficult financially. Inflation remains high and costs have grown sharply since Covid which means all costs to deliver matches are likely to increase. From a revenue perspective, commercial sponsorship is proving difficult across cricket in England and we will have to work hard to ensure we don't see a drop in this income. We have set a budget for 2024 which is challenging but achievable.

Having a strong financial position at the end of 2023 will help the Club to manage these challenges effectively and to improve our success in cricket. For example, the improved cash position enabled us to set an increased budget and sign-up players of high calibre such as Mohammad Amir, Pat Brown, Aneurin Donald, David Lloyd, Samit Patel, Blair Tickner and Ross Whiteley.

It is our expectation that we are able to build on the investment made in cricket for the 2024 season and look forward to a strong cricketing performance with some notable success for the Club.

In addition, we have planned further ground development in 2024 which we will use ECB facilities maintenance funding for.

Our auditors, PKF Smith Cooper have completed their Audit of the 2023 Financial Statements and provided a clean audit report to the Board. I am pleased to say that there are no significant deficiencies or audit issues highlighted in the report and the auditors commented on the good work done by the Executive team to improve the internal control framework.

This is my final year as the Non-Executive Director responsible for the finances in the Club and believe I have done my best to fulfil my obligations and honour the trust all Members placed upon me by appointing me to the Board. While I feel sad to leave the Club after serving for seven years, I am very pleased that with the help of all my other board colleagues, CEO and CFO, I am able to leave the Club finances in a very healthy state which is recognised by the ECB and to the envy of other county clubs. I hope this will give my successor a strong position to build on and provide the necessary tools financially to deal with the challenges in future.

Best Wishes to all and good luck for a very successful season in 2024.

Hari Punchihewa

Non-Executive Director of Finance





2023 Accounts

Accounts for year ended 31 December 2023

INCOME AND EXPENDITURE ACCOUNT

Year Ended 31 December 2023

Notes	2023 £000	2022 £000
INCOME		
ECB - note 8	3,181	3,178
Membership	181	173
Match Tickets	299	317
Commercial	684	599
Gateway Net Hire	22	21
Shop	26	43
Conference and Events - Note 9	1,103	1,057
Rental Income	92	87
Other Income	179	231
	5,767	5,706
COST OF SALES		
Ticketing and Membership	(209)	(169)
Commercial	(272)	(181)
Shop	(17)	(34)
Conference and Events - note 10	(885)	(1,074)
	(1,383)	(1,458)
OVERHEAD EXPENDITURE		
Other matchday expenditure - note 4	(269)	(297)
Cricket - note 5	(2,676)	(2,459)
Stadium - note 6	(823)	(801)
Administration - note 7	(475)	(465)
Other expenditure	(3)	(3)
	(4,246)	(4,025)
OPERATING SURPLUS	138	223
Interest Payable and similar charges	(33)	(49)
SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION	105	174
Taxation on Surplus on ordinary activities	(35)	(4)
Deferred Tax (Charge)	(0)	(32)
SURPLUS FOR THE PERIOD	70	138





DERBYSHIRE County Cricket Club 2023 Accounts

BALANCE SHEET

As at 31 December 2023

Notes	2023 £000	2022 £000
FIXED ASSETS		
Tangible Assets <i>note 12</i>	9,063	8,390
Receivables greater than one Year		
Deferred Tax Asset	78	78
	<u>78</u>	<u>78</u>
CURRENT ASSETS		
Stock	27	35
Debtors <i>note 1</i>	248	172
Cash at bank and in hand	1,514	1,158
	<u>1,789</u>	<u>1,365</u>
CREDITORS: AMOUNTS FALLING WITHIN ONE YEAR <i>note 2</i>	<u>(967)</u>	<u>(729)</u>
NET CURRENT ASSETS	<u>823</u>	<u>636</u>
TOTAL ASSETS LESS CURRENT LIABILITIES	9,964	9,104
CREDITORS: AMOUNTS FALLING DUE MORE THAN ONE YEAR <i>note 3</i>		
Long term loans	(297)	(309)
Deferred Income	(6,578)	(5,778)
	<u>3,088</u>	<u>3,017</u>
CAPITAL AND RESERVES		
Share Capital	0	0
General Reserve	3,088	3,017
	<u>3,087</u>	<u>3,017</u>

STATEMENT OF CASH FLOWS

As at 31 December 2023

	2023 £000	2022 £000
Cash Flow from Operating Activities		
Profit for the Year	70	138
Adjustments for:		
Depreciation	332	253
Loss on Disposal	0	2
Government Grants	0	(6)
Interest Paid	33	49
Taxation Charge	35	36
(Increase)/decrease in stocks	8	(7)
(Decrease) in debtors	(75)	(25)
Increase in creditors	1,007	168
Corporation Tax (Paid)	(4)	(210)
Net Cash from Operating Activities	<u>1,406</u>	<u>398</u>
Cash flow from Investing Activities		
Purchase of fixed assets	(1,005)	(395)
HP interest paid	0	(3)
Net Cash from investing activities	<u>(1,005)</u>	<u>(398)</u>
Cash flow from Financing Activities		
Repayment of loans	(11)	(664)
Repayment of /new finance leases	(2)	(19)
Interest Paid	(32)	(46)
Net Cash from Financing activities	<u>(45)</u>	<u>(729)</u>
Net increase/(decrease) in cash and cash equivalents	<u>356</u>	<u>(729)</u>
Cash and cash equivalents at start of year	1,158	1,887
Cash and cash equivalents at end of year	<u>1,514</u>	<u>1,158</u>



DERBYSHIRE County Cricket Club 2023 Accounts

NOTES RELATING TO THE FINANCIAL STATEMENTS

1. DEBTORS	2023	2022
	£000	£000
Trade Debtors	99	72
Prepayments	144	94
Deferred Tax Asset	3	2
Other Debtors	2	4
	248	172

2. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

Mortgage	(12)	(11)
Trade Creditors	(186)	(124)
Hire Purchase	0	(2)
Taxation and Social Security	(245)	(286)
Corporation Tax	(36)	(4)
Accruals & other creditors	(225)	(242)
Advance Income	(263)	(60)
	(967)	(729)

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

Council Loan	(297)	(309)
Deferred Income	(6,578)	(5,578)
	(6,875)	(6,087)

4. OTHER MATCHDAY COSTS

Steward Costs	(73)	(90)
Scorer	(9)	(11)
Cancellation Insurance	(25)	(29)
Chesterfield	(47)	(52)
Medical cover	(26)	(21)
Public Address	(15)	(15)
Other	(74)	(79)
	(269)	(297)

5. PLAYING COSTS	2023	2022
	£000	£000
Players Salaries and Employment Expenditure	(1,608)	(1,468)
Coaches Salaries and Employment Expenditure	(332)	(339)
Kit and Clothing	(34)	(48)
Medical and Physiotherapist	(191)	(179)
Training and Pre-season	(34)	(29)
Accommodation	(82)	(76)
Travel and Subsistence	(119)	(73)
Academy and Pathway	(258)	(247)
Other Costs	(18)	0
	(2,676)	(2,459)

6. STADIUM

Salaries and Employment Expenditure	(213)	(202)
Building and Ground maintenance	(144)	(177)
Pitch Maintenance	(28)	(27)
Utilities and Rates	(134)	(121)
Depreciation	(176)	(152)
Health and Safety and Security	(33)	(47)
Insurance	(71)	(67)
Other stadium expenditure	(24)	(8)
	(823)	(801)

7. ADMINISTRATION EXPENDITURE

Salaries and Staff Expenditure	(343)	(315)
Telephones	(20)	(18)
Stationery and Postage	(7)	(16)
Travel and Expenses	(12)	(12)
Office Equipment	(25)	(35)
IT Support	(19)	(20)
Audit	(19)	(19)
Legal Costs	(6)	(13)
Other Overheads	(24)	(17)
	(475)	(465)



NOTES RELATING TO THE FINANCIAL STATEMENTS

	2023 £000	2022 £000
8. ECB Income		
ECB General Fees	1,494	1,451
ECB Eng Qualified Player and U19 Fees	205	239
ECB Prize Money	0	6
ECB Men's Talent Pathway	182	182
ECB New Competition Fees	1,300	1,300
	3,181	3,178
9. Conference and Events Revenue		
Fireworks	69	68
Room Hire and Equipment	109	100
Catering Non Matchday	333	301
Bars Non Matchday	221	216
Concerts and Music Events	153	140
Catering Matchdays	37	38
Bar Income Matchdays	101	105
3rd Party Catering Commission	61	73
Other	19	16
	1,103	1,057
10. Conference and Events Costs		
Fireworks	(65)	(47)
Music Concerts	(114)	(105)
Catering supplier	(284)	0
Labour - Fixed and Variable	(177)	(385)
Agency Staff	(8)	(77)
Food Costs	(33)	(191)
Drink Costs	(93)	(106)
Consumables and Equipment	(15)	(45)
Other	(96)	(118)
	(885)	(1,074)
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 ENil in 2023 (£80k in 2022) and estimated staffing costs are ENil in 2023 (£63k in 2022).



DERBYSHIRE County Cricket Club 2023 Accounts

NOTES RELATING TO THE FINANCIAL STATEMENTS

£000

12. FIXED ASSETS	Freehold Land and Buildings	Plant and Equipment	Pavilion Equipment	Total
Cost				
1 January 2023	9,100	2,792	1,077	12,969
Additions	722	10	273	1,005
31 December 2023	<u>9,882</u>	<u>2,802</u>	<u>1,350</u>	<u>13,974</u>
Depreciation				
1 January 2023	1,887	2,259	433	4,579
Charge for the year pre deferred income	162	133	37	332
31 December 2023	<u>2,049</u>	<u>2,392</u>	<u>470</u>	<u>4,911</u>
Net Book Value				
31 December 2023	<u>7,773</u>	<u>410</u>	<u>880</u>	<u>9,063</u>
1 January 2023	<u>7,213</u>	<u>553</u>	<u>644</u>	<u>8,390</u>

13. LOANS (Council Mortgage)

	2023	2022
	£000	£000
Interest payable loans repayable within one year:	12	11
Interest payable loans repayable after one year :	297	309
Total:	<u>309</u>	<u>320</u>

14. DEFERRED INCOME

Deferred Income includes funding received to date in respect of the Toilet block, Multi faith room, Family toilets, 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 1158 (2022: 1089) Members at the year end.



DERBYSHIRE County Cricket Club

Summary of Accounting Policies

Derbyshire County Cricket Club
Year Ended 31 December 2023

Summary of key accounting policies

Going concern:

The Club has net current assets at the year-end of £818,814 (2022: £636,596), excluding the deferred tax asset. After reviewing the Club's forecasts and projected cashflows, the Supervisory Board of management have a reasonable expectation that the Club has adequate resources to continue in operational existence for the foreseeable future, based on expected revenues from the ECB.

The Supervisory Board of Directors has considered the Club's ability to continue as a going concern for 12 months from the approval of the financial statements and is confident that there are no issues that cannot be managed. The Club has received an undertaking from the ECB that adequate funding will remain in place, to enable to Club to operate for a period of 12 months from the approval of the financial statements.

The Club therefore continues to adopt the going concern basis in preparing its financial statements.

Turnover:

Turnover represents amounts due in respect of the cricketing and commercial activities and arose entirely in the United Kingdom. Income is recognised when the goods and service have been supplied. The England and Wales Cricket Board (ECB) income is allocated to accounting periods in accordance with notification from the ECB.

Turnover in relation to Cricketing and Commercial activities which represents sales to Members and the public are recognised at sales value less Value Added Tax and are recognised on supply of goods or services.

Membership income is recognised in the year to which it relates, with any income relating to 2024 being deferred. Life membership is recognised over ten years.

Donations and legacies are recognised on a receivable basis.

Tangible fixed assets:

Depreciation is provided by the Club to write off the cost less the estimated residual value of the tangible fixed assets over their useful economic lives as follows:

Depreciation is provided on the following basis:

Freehold property - 20%, 10%, 8%, 4% and 1% on cost

Plant & equipment - 10% and 20% on cost

Pavilion equipment - 4% on cost

Freehold land is not depreciated.

Grants:

Grants in respect of capital expenditure are credited to a deferred income account and are released to the Statement of Comprehensive Revenue Account by equal annual instalments over the expected useful lives of the relevant assets. Grant income in respect of revenue expenditure is credited to the profit and loss account when received and in accordance with the turnover accounting policy.

Deferred income:

Deferred income represents the membership subscriptions, advance event income and ECB income received in advance.

Taxation:

Current taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in profit or loss except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively. The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred taxation

Full provision is made for deferred tax assets and liabilities arising from all timing differences between the recognition of gains and losses in the financial statements and recognition in the tax computation.

A net deferred tax asset is recognised only if it can be regarded as more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

Deferred tax assets and liabilities are calculated at the tax rates expected to be effective at the time the timing differences are expected to reverse.

Deferred tax assets and liabilities are not discounted.

Judgments in applying accounting policies and key sources of estimation uncertainty

Certain accounting policies are considered to be critical to the Club. An accounting policy is considered to be critical if, in the Supervisory Board of Directors judgment, its selection or application materially affects the Club's financial position or results. The application of the Clubs accounting policies also requires the use of estimates and assumptions that affect the Club's financial position or results. Below is a summary of areas in which estimation is applied primarily in the context of applying critical accounting judgements.

Deferred tax asset:

The Club has accumulated significant accelerated capital allowances. Deferred tax assets are recognised to the extent that it is probable that there are sufficient suitable deferred tax liabilities or future taxable profits will be available against which deductible temporary differences can be utilised. The key area of judgment in respect of deferred tax accounting is the assessment of the expected timing and manner of realisation or settlement of the carrying amounts of assets held at the reporting date. In particular, assessment is required of whether it is probable that there will be suitable future taxable profits against which any deferred tax assets can be utilised. The Club reviews this assessment on an annual basis.

Depreciation:

Since the expected useful life of specific fixed assets is deemed significantly longer than average, lower depreciation rates are applied to dedicated assets which are not expected to be written off and for which a significant level of grant income has been received.



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 2023 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 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with the United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirement of the Co-operative and Community Benefit Societies Act 2014.

Basic 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 2023 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. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the Club and industry, we identify the key laws and regulations affecting the Club which include compliance with Co-operative and Community Benefit Societies Act 2014. We identified that the principal risk of fraud or non-compliance with laws and regulations related to:

- management bias in respect of accounting estimates and judgements made;
- management override of control;
- posting of unusual journals or transactions

We focussed on those areas 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 meeting 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 page 20 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 2023 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. The Club is also committed to ensuring it is inclusive and welcoming to all and that it has a diverse Board that is reflective of the community of Derbyshire.

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 (five elected and three appointed) 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 are also a number of Working Groups including:

- Ground Development

- Equality, Diversity and Inclusion (EDI)
- Ticketing and Membership
- Conference and Events

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.

The Nominations Committee consists of the Chair of the Club and all of the Nominations Committee appointed Non-Executive Directors of the Club as well as one independent Human Resources Advisor.

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.

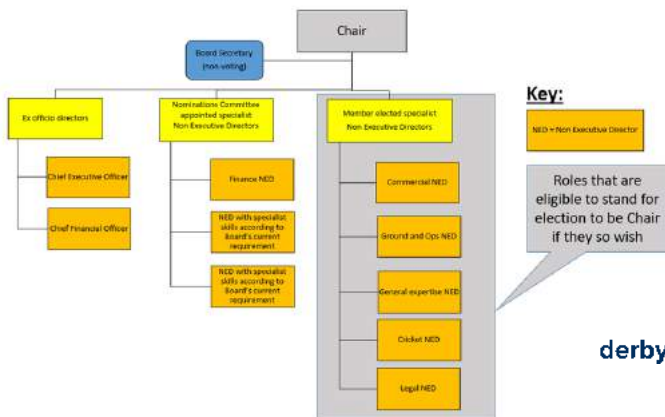
External Assurance

PKF Smith Cooper are the current External Auditors of the Club. They audit the Annual Financial Statements to form an opinion on the financial statements. They also consider internal controls but only in order to design and undertake their audit procedures. Their audit does not express an opinion on the overall effectiveness of internal controls and therefore should not be relied upon to disclose all errors or weaknesses in systems and processes nor irregularities or errors not material in relation to the financial statements.

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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