# STATEMENT TO MEMBERS

# 12 MONTHS ENDED 31 DECEMBER 2024

## STATEMENT TO MEMBERS FOR THE YEAR ENDED 31 DECEMBER 2024

#### PLAYERS' COMMITTEE RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Trade Union rules require the Players' Committee to prepare Financial Statements for each financial year which give a true and fair view of the state of affairs of the Association and of the surplus or deficit of the Association for that period. In preparing those Financial Statements the Players' Committee is required to:

- 1 Select suitable accounting policies and apply them consistently;
- 2 Make judgements and estimates that are reasonable and prudent;
- Prepare Financial Statements on the going concern basis unless it is inappropriate to presume that the Association will continue to operate.

The Players' Committee is also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Association and to enable them to ensure that the Financial Statements comply with the Trade Union and Labour Relations (Consolidation) Act 1992. It is also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This statement has been approved by the PCA Management Board at its meeting on 3 March 2025 and received final approval by the Players' Committee at the Annual General Meeting of the Association on 4 March 2025.

**D Mitchell** 

Chief Executive 4 March 2025

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#### STATEMENT TO MEMBERS

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE PROFESSIONAL

## CRICKETERS' ASSOCIATION FOR THE YEAR ENDED 31 DECEMBER 2024

## **Opinion**

In our opinion, the financial statements:

- give a true and fair view of the state of the Association's affairs as at 31 December 2024 and of its result 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 Trade Union and Labour Relations (Consolidation) Act 1992.

We have audited the financial statements of The Professional Cricketers' Association (the 'Association') for the year ended 31 December 2024 which comprise the Income Statement, the Statement of Financial Position 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 FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

#### **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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Association 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 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 audit opinion.

# Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Players' Committee'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 Association'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 Players' Committee with respect to going concern are described in the relevant sections of this report.

# Other information

The Players' Committee is responsible for the other information included in the Statement to Members. The other information comprises the information included in the Statement to Members, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

#### STATEMENT TO MEMBERS

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE PROFESSIONAL

# CRICKETERS' ASSOCIATION FOR THE YEAR ENDED 31 DECEMBER 2024 (CONTINUED)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

# Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Association and its environment obtained in the course of the audit, we have not identified material misstatements in the Statement to Members.

We have nothing to report in respect of the following matters to which the Trade Union and Labour Relations (Consolidation) Act 1992 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept in accordance with the requirements; or
- the Association has not maintained a satisfactory system of controls over its transactions in accordance with the requirements; or
- · certain disclosures of members remuneration specified by law are not made; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit; or

## Responsibilities of the Players' Committee

As explained more fully in the Statement of the Players' Committee Responsibilities, the Players' Committee 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 the Players' Committee 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 Players' Committee is responsible for assessing the Association'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 Players' Committee either intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

## Auditor's 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 auditor's 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:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

#### STATEMENT TO MEMBERS

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE PROFESSIONAL CRICKETERS' ASSOCIATION FOR THE YEAR ENDED 31 DECEMBER 2024 (CONTINUED)

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations; and
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the Association and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework FRS 102 and the Trade Union and Labour Relations (Consolidation) Act 1992, General Data Protection Regulations, and legislation relating to employment, health and safety and safeguarding.

We assessed the susceptibility of the Association's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Board of Members and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

#### STATEMENT TO MEMBERS

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE PROFESSIONAL

# CRICKETERS' ASSOCIATION FOR THE YEAR ENDED 31 DECEMBER 2024 (CONTINUED)

## Use of our report

This report is made solely to Professional Cricketers' Association, as a body, in accordance with the provisions of the Trade Union and Labour Relations (Consolidation) Act 1992. Our audit work has been undertaken so that we might state to the Association's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association as a body, for our audit work, for this report, or for the opinions we have formed.

Buzzacott LLP Statutory Auditor 130 Wood Street London EC2V 6DL

Date

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

# STATEMENT TO MEMBERS

# **INCOME STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2024**

The following statement to members conforms with the Trade Union and Labour Relations (Consolidation) Act 1992. The information is consistent with the Association's Annual Return to the Certification Office.

	Notes		Year to 31 Dec 2024	Ye	ear to 31 Dec 2023
Income					
ECB Funding			2,295,951		2,062,560
Futures Fund	4		963,794		883,863
Member Subscriptions			125,420		116,810
Contribution from Professio	nal Cricketers' Ti	rust	94,000		128,897
Other Donations			19,761		7,500
Interest			81,649		63,087
Dividends			17,635		17,186
			3,598,210		3,279,903
Overheads and Administr	ative Expenses				
Service Delivery Costs	5	446,828		473,585	
Audit and Accountancy Fee	s	15,712		16,402	
Incidental Expenses		14,446		9,551	
Bank Charges		13,839		12,675	
			(490,825)		(512,213)
Surplus/(Deficit) on Disposa	al of Investments	12	21,892		(4,689)
Surplus before Taxation			3,129,277		2,763,001
Corporation tax	6		(29,425)		(14,086)
Surplus after Taxation			3,099,852		2,748,915
Payments for the Benefit	of the Members	hip			
Communications	7	213,047		140,776	
Personal Development	8	1,046,547		994,072	
Insurance	9	292,531		203,349	
Legal & Advisory	10	280,534		251,875	
Welfare	11	84,361		102,157	
Futures Fund	4	913,794		833,863	
			(2,830,814)		(2,526,092)
Surplus of Income over E	xpenditure		269,038		222,823
Other Comprehensive Inc	ome/(Eynense)				
Change in market value of i		25,047		63,622	
Deferred tax	TWOSHITOTIC 12	(3,490)		(15,223)	
Borottod tax		(0, 100)	21,557	<u>(10,220)</u>	48,399
Accumulated Surplus as at	1 .lanuary 2024		1,746,980		1,564,224
Transfer to Insurance Fund	1 Juliuary 2024		1,7 40,500		(90,000)
Transfer from Reserve Fund	4		30,000		72,000
Transfer from/(to) Market Va			7,456		(70,466)
Transier Hom/(to) Market V			(70,400)		
Accumulated Surplus as a	at 31 December	2024	£2,075,031		£1,746,980

# STATEMENT TO MEMBERS

# STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2024

The following statement to members conforms with the Trade Union and Labour Relations (Consolidation) Act 1992. The information is consistent with the Association's Annual Return to the Certification Office

	Notes		31 Dec 2024		31 Dec 2023
Fixed Assets					
Quoted Investments	12		1,624,521		1,491,917
Long Term Investments	13		4		4
v					
•			1,624,525		1,491,921
Current Assets Debtors and Prepayments		136,142		155,569	
Amounts owed by Related Parties	14	728		633	
Cash at Bank and in Hand		1,578,035		1,044,209	
		1,714,905		1,200,411	
Current Liabilities					
Creditors and Accruals		312,711		231,161	
Deferred Income	15	652,709		27,719	
Amounts owed to Related Parties	14	146,128		487,655	
Deferred Tax	16	18,713		15,223	
Defended Tax	10	10,710		10,220	
		1 120 261		764 750	
		1,130,261		761,758	
			584,644		438,653
Net Assets			£2,209,169		£1,930,574
General Fund	17		2,075,031		1,746,980
Insurance Fund	17		-		90,000
Reserve Fund	17		78,000		30,000
Market Value Reserve	17		56,138		63,594
			£2,209,169		£1,930,574

# STATEMENT TO MEMBERS

# STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2024

The Financial Statements were approved by the Players' Committee on 4 March 2025. The Players' Committee has taken advantage of special exemptions conferred by FRS 102 Section 1A applicable to small companies in the preparation of the financial statements and have done so on the grounds that, in their opinion, the Association qualifies as a small reporting entity.

**D Mitchell**Chief Executive

4 March 2025

#### STATEMENT TO MEMBERS FOR THE YEAR ENDED 31 DECEMBER 2024

#### NOTES TO THE ACCOUNTS

#### 1 ACCOUNTING POLICIES

The Financial Statements have been prepared in accordance with applicable UK accounting standards and the following accounting policies:

## a Basis of Accounting

The financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 – The Financial Reporting Standard applicable in the United Kingdom And Republic of Ireland (FRS 102 Section 1A). The financial statements have been prepared under the historical cost basis except for the modification to a fair value basis for certain financial instruments as specified in the accounting policies below. The Association has not prepared consolidated accounts on the grounds that, taken together with its subsidiary, it would have qualified as a small group under part 15 of the Companies Act. These financial statements therefore present information about the Association as an individual undertaking and not about its group.

#### b **Investments**

Quoted investments are measured at fair value based on published data at the Balance Sheet date. Changes in fair value are recognised in the Income Statement.

The investment in PCA Management Limited is accounted for at cost less impairment in these financial statements.

## c Financial instruments

The Association only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the Association and their measurement basis are as follows:

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments. Amounts due to the Association's wholly owned subsidiary are held at face value less any impairment.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument. Amounts due to Association's wholly owned subsidiary are held at face value less any impairment.

# STATEMENT TO MEMBERS FOR THE YEAR ENDED 31 DECEMBER 2024

#### NOTES TO THE ACCOUNTS

# 1 ACCOUNTING POLICIES (cont.)

#### d **Debtors**

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

## e Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

## f Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the Association anticipates it will pay to settle the debt.

# g General Fund

The Association operates a general fund which reflects the annual surplus for the year.

## h Insurance Fund and Reserve Fund

The Association maintains an insurance fund for the purpose of meeting members' claims under limits specified in certain insurance policies taken out by the Association. Any surplus, above any claims settled, remaining at the completion of the annual insurance cover period is transferred to the reserve fund up to a maximum of one year's aggregate deductible under the terms specified in certain insurance policies.

#### i Market Value Reserve

The market value reserve represents accumulated recognised but unrealised gains in quoted investments less deferred tax thereon.

## j Corporation Taxation

The Association is liable to Corporation Tax on its investment income and realised gains on investments.

## k Deferred Tax

Deferred tax is provided on all material reversing timing differences which arise from transactions reflected through the Income Statement.

#### FRS102 Reduced Disclosure

The Association has not produced a Statement of Cash Flows as permitted by FRS102 Section 1A.

# STATEMENT TO MEMBERS FOR THE YEAR ENDED 31 DECEMBER 2024

#### **NOTES TO THE ACCOUNTS**

# 1 ACCOUNTING POLICIES (cont.)

## m Critical Accounting Assumptions and Judgements

The preparation of financial statements requires management to make judgements, estimates and assumptions in the application of accounting policies that affect the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and judgements are continuously evaluated and are based on historical experience and other factors including expectations of future events that are believed to be reasonable. Revision to accounting estimates are recognised in the period in which the estimates are revised and any future period affected.

The significant judgements and estimates used are:

- ◆ To provide for the full insurance deductible of £90,000 on the policy year;
- To provide for the proportion of the Winter Insurance policy that may not be covered by contributions from the clubs;
- The allocation of staff and other costs between the PCA and PCA Management Limited; and
- Estimating future income and expenditure for the purpose of the going concern assessment.

# 2 **POLITICAL FUND**

The Association does not make political contributions.

## 3 OFFICER REMUNERATION

With effect from 1 April 2006 staff costs have formed an integral part of a service delivery charge from PCA Management Limited to the Professional Cricketers' Association. Total remuneration paid by PCA Management Limited, relating to members of the Players' Committee in the year to 31 December 2024, was as follows:

	R Lynch Chief Executive Res. 1 July	D Mitchell Interim CEO Apptd. 1 July
Gross Salary	£104,834	£89,885
Social Security Costs	£12,835	£11,777
Pension Contribution	£12,764	£13,137
Healthcare	£3,936	£2,983

The Chief Executive's salary and benefits, as stated above, are associated with all aspects of the PCA Group and not just the Association, with 30% (2023: 30%) of the stated costs forming part of the service delivery charge to the Professional Cricketers' Association for R. Lynch and 45% of the stated costs forming part of the service delivery charge to the Professional Cricketers' Association for D. Mitchell.

4	FUTURES FUND	2024	2023
	Funding received relating to the Former First		
	Class County Cricketers' Trust	£963,794	£883,863

In the year to 31st December 2024 the Association received £963,794 which was the fourth year's funding of the PCA Futures Fund. After deduction of a contribution towards the Association's costs related to administration, £913,794 was paid to the Former First Class County Cricketers' Trust in 2024.

# STATEMENT TO MEMBERS FOR THE YEAR ENDED 31 DECEMBER 2024

# NOTES TO THE ACCOUNTS

SERVICE DELIVERY COSTS	2024	2023
Staff Remuneration	384,099	424,636
Travel and Motor Expenses	43,194	25,268
Office Premises and Service Charges	16,279	20,638
Telephone Charges	3,256	3,043
	£446,828	£473,585
CORPORATION TAX		
Corporation tax is chargeable on the investment activit	ies of the Association a	nd is made up
follows:	2024	2023
Investment income	81,649	63,087
Capital gains on investments	24,951	
Taxable income	£106,600	£63,08
Taxable income multiplied by standard rate of	<del></del>	
Corporation tax in the UK of 25% (2023-19%)	26,650	11,98
Adjustment to prior year tax charge	2,775	2,09
Tax charge	£29,425	£14,08
COMMUNICATIONS	2024	2023
AGM	12,959	7,55
Membership Meetings and Miscellaneous Costs	99,511	50,830
Literature and Communication Costs	67,523	52,62
Membership Scheme and Data Management Beneficiary Functions	25,783 7,271	25,08 4,68
	£213,047	£140,77
PERSONAL DEVELOPMENT	2024	2023
Rookie Camp/Futures Conference	25,018	23,43
Member Education Claims	43,111	54,320
Coaching	33,882	36,420
PCA Courses and Workshops	26,519	15,67
Personal Development Managers	918,017	864,21
	£1,046,547	£994,07

# STATEMENT TO MEMBERS FOR THE YEAR ENDED 31 DECEMBER 2024

## NOTES TO THE ACCOUNTS

9	INSURANCE	2024	2023
	Permanent Insurance	98,847	98,847
	Permanent Insurance Excess Paid	90,000	-
	Travel Insurance	53,722	52,424
	Critical Illness	49,962	52,078
		£292,531	£203,349
40	LEGAL AND ADVISORY	2024	2022
10	LEGAL AND ADVISORY	2024	2023
	Legal	157,488	116,449
	Advisory Service	123,046	135,426
		£280,534	£251,875
11	WELFARE	2024	2023
	Confidential Helpline	54,000	88,897
	Other	30,360	13,260
		£84,360	£102,157
			=====
12	QUOTED INVESTMENTS	2024	2023
	Fair value brought forward	1,451,627	1,329,695
	Plus additions in year	744,856	215,407
	Less disposals in year	(642,906)	(157,097)
	Change in valuation during the year	25,047	63,622
		1,578,624	1,451,627
	Cash held by investment manager	45,897	40,290
	Market value carried forward	£1,624,521	£1,491,917

A profit of £21,892 (2023: loss of £4,689) arose on the disposals in the period.

# 13 LONG TERM INVESTMENTS

Long term investments are represented by a holding of 4 ordinary shares of £1 each comprising a 100% interest in PCA Management Limited. The net liabilities of PCA Management Limited as at 31<sup>st</sup> December 2023 (the most recently published accounts) were £289,209. No impairment provisions have been made.

## STATEMENT TO MEMBERS FOR THE YEAR ENDED 31 DECEMBER 2024

## NOTES TO THE ACCOUNTS

## 14 RELATED PARTY TRANSACTIONS

At the year end, the following balances were due from/(to) related parties:

	2024	2023
PCA Management Limited The Professional Cricketers' Trust	(146,128) 728	(487,655) 633
	£(145,400)	£(487,022)

The balances are interest free and repayable on demand.

During the year PCA Management Limited recharged £1,474,346 (2023: £1,326,918) to the Association representing salaries, rent and other administration costs.

During the year The Professional Cricketers' Trust contributed £94,000 (2023: £128,897) towards the costs of the activities of the Association.

# 15 **DEFERRED INCOME**

Deferred income for the year is £652,907 (2023: £27,719) which includes £625,000 in relation to the first quarter of 2025 funding from the England and Wales Cricket Board.

# 16 **DEFERRED TAXATION**

Deferred taxation provided for at 25% (2023: 19%) is set out below.

	2024	2023
Unrealised gain on quoted investments	18,713	15,223

# STATEMENT TO MEMBERS FOR THE YEAR ENDED 31 DECEMBER 2024

## NOTES TO THE ACCOUNTS

## 17 MOVEMENTS ON FUNDS

	General Fund	Insurance Fund	Reserve Fund	Market Value Reserve	Totals
As at 1 January 2024	1,746,980	90,000	30,000	63,594	1,930,574
Insurance Claims Paid	-	(12,000)	-	-	(12,000)
Surplus of Income over Expenditure	269,038	-	-	-	269,038
Other Comprehensive Income/(Exp.)	21,557	-	-	-	21,557
Transfers to/(from) from General Fund	(15,282)	-	-	15,282	-
Transfer of Realised Gains	22,738	-	-	(22,738)	-
Transfer from Insurance Fund	-	(78,000)	78,000	-	-
Transfer from Reserve Fund	30,000	-	(30,000)	-	-
As at 31 December 2024	2,075,031	-	78,000	56,138	2,209,169

In April 2010, the Association entered into a stop loss arrangement for its personal accident insurance policy for its members. This is an annual agreement and the Association has set aside £90,000 in relation to the balance aggregate deductible under this policy which, with the Reserve Fund (which represents the unused deductible of the prior year) is included in cash at bank and quoted investments in the Balance Sheet as at 31 December 2024.

The market value reserve represents recognised but unrealised gains and (losses) in quoted investments less deferred tax thereon.

## STATEMENT TO MEMBERS FOR THE YEAR ENDED 31 DECEMBER 2024

A member who is concerned that some irregularity may be occurring, or has occurred, in the conduct of the financial affairs of the PCA may take steps with a view to investigating further, obtaining clarification and, if necessary, securing regularisation of that conduct.

The member may raise any such concern with one or more of the following as it seems appropriate to raise it with the Chairman of the Association; the Chief Executive, the Chair of the PCA Management Board, the Auditor or Auditors of the Association, the Certification Officer (who is an independent Officer appointed by the Secretary of State) and the Police.

Where a member believes that the financial affairs of the PCA have been or are being conducted in breach of the law or in breach of rules of the Union and contemplates bringing civil proceedings against the Association or Responsible Officials or Trustees, he should consider obtaining independent legal advice.