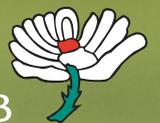




THE YORKSHIRE  
COUNTY CRICKET CLUB



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ANNUAL REPORT  
AND ACCOUNTS  
2021

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# NOTICE OF AGM AND AGENDA

Dear Member,

The Annual General Meeting of Members will be held in the East Stand Long Room, Headingley Stadium, Kirkstall Lane, Leeds, LS6 3DP on Saturday 28th May 2022 at 10am for the purpose of transacting the following business.

## Agenda:

1. To receive apologies for absence.
2. To confirm the Minutes of the Annual General Meeting held on Saturday 20th March 2021 and the Extraordinary General Meeting held on Thursday 31st March 2022. If any member has a query as to the accuracy of the Minutes, it should be raised with the Secretary in advance.
3. To receive a report from the Chair.
4. To receive and approve the Accounts, together with the Independent Auditor's Report thereon, for the year ended 31st December 2021.
5. To receive a report from the Acting Chief Executive.
6. To receive a report from the Interim Managing Director of Cricket.
7. To receive a report from the Director of Women's Cricket.
8. To re-elect as President, Mr Geoff Cope.
9. To announce the result of the elections to the Board for the following nominees:
  - a) Lucy Amos - Lucy Amos offers herself for election, supported by the Board.
  - b) Leslie Ferrer - Leslie Ferrer offers herself for election, supported by the Board.
  - c) Nolan Hough - Nolan Hough offers himself for election, supported by the Board.
  - d) Yaseen Mohammed - Yaseen Mohammed offers himself for election, supported by the Board.
  - e) Kavita Singh - Kavita Singh offers herself for election, supported by the Board.
  - f) Baroness Tanni Grey-Thompson - Baroness Tanni Grey-Thompson offers herself for election, supported by the Board.
10. To consider a special resolution to amend the rules of the Club, in accordance with the documents circulated with the notice of the meeting.
11. To announce the result of the election to the Members' Committee.
12. To consider the election of Neil Hartley as a Vice President.
13. To award the President's Medal.
14. To appoint Azets Audit Services Limited as auditor of the Club until the conclusion of the next Annual General Meeting of the Club at which the accounts of the year ending 31st December 2022 are laid.
15. Any other business.

Yours faithfully,

Lord Patel of Bradford OBE, Chair  
The Yorkshire County Cricket Club

## NOTE

In accordance with the Rules of the Club, elections to the Board and to the Members' Committee are by way of postal or online ballot only. All votes under the postal ballot must be delivered on the prescribed voting form to Carnegie Pavilion, Headingley Cricket Ground, Leeds, LS6 3DP, to arrive by midday on Wednesday 25th March 2022. Online votes must be completed by the same time.

## CHAIR'S REPORT

2021 was the most difficult year in the history of The Yorkshire County Cricket Club. While the world grappled with the ongoing impact of the pandemic, the Club became synonymous with institutional racism and appeared on the front pages for all the wrong reasons. We have been rocked to our foundations.

You will see from our financial report that we have incurred £1.9m of exceptional item expenditure during the year. These relate to various cost associated with the racism allegations against the Club and have led to the Club reporting a retained deficit post tax of £795,000 for the year. This has a significant impact on the Club's financial position and it will be necessary to complete a refinancing exercise over the coming months.

I was honoured to be appointed Chair in November 2021, but I was also very aware that the rebuild – forging real and lasting change – could not happen overnight. Out of adversity, however, I truly believe that there is real opportunity: to become a shining example, leading the way for the rest of the sport by creating a scalable model on diversity and inclusion and creating a space that is welcoming and celebratory of people from all backgrounds. We have started the journey but cannot forget what brought us here.

The brave and shocking testimony of Azeem Rafiq in November 2021 was a moment that will resonate across cricket, and more widely, for years to come. The words of Azeem, and many other whistle blowers across the UK and internationally, remain a clear call to the sport that change is urgent, unavoidable and long overdue.

I am a proud Yorkshireman. I know how important this Club is for the community, the cricketing family and all who are associated with it.

From day one, I committed to listen, to learn, and to take action. Since that day, as a Club we have made some difficult decisions – indeed, some of which have been criticised – but all with the clear and singular purpose of addressing the wrongs of the past and doing what is right. I want to make all of us proud of this Club, from the youngest ambitious player picking up their first bat to our oldest and most venerable member who has watched us for a lifetime.

I firmly believe that The Yorkshire County Cricket Club has made significant progress on the long journey to win back pride, as we aim to become that beacon to which the rest of the sport can aspire.

The hosting of international cricket is vital to the future survival of the Club. Following the suspension of Headingley's hosting rights in November, we have worked night and day to get this sanction overturned. This has included developing a culture of equity, diversity and inclusion, adapting a zero-tolerance policy to discrimination and ensuring Headingley is a welcoming environment for everyone. The ECB's decision to overturn the suspension in February 2022 was welcomed and testimony to the change that has occurred. Clearly, we are only at the start of this journey, but I am confident that we will continue in the right direction over the coming weeks and months.

The Good Governance Institute along with Howard Kennedy LLP have been independently reviewing the structures and processes through which we operate and have shared their proposal with the Board. Their report will form the basis for our action plan regarding the optimum running of the Club. In recent months, we have made changes to make us compliant with Tier 3 of Sport England's Code For Sports Governance which is the gold standard for governance in sport. The rules changes approved for at the EGM on 31 March allowing for up to eight Independent Non-Executive Directors from outside of the membership solidify the Club's commitment to better governance and we are very grateful that you voted overwhelmingly in favour of these changes.

I must express a debt of gratitude to our members whose passion for the Club and desire to see it reformed has shone through since I first started. Be it the number of supportive letters and emails I have received, the fantastic attendance and engaging questions at the Members' Forum in January or the overwhelming support in calling an EGM in March, it's clear to see that there is a strong desire to see this Club build back stronger.

Our new partnership with the Lahore Qalandars and Momentum Multiply Titans marks a really exciting new era. It presents an opportunity to build relationships with two of the best franchises in the world, providing development opportunities for players present and future and take key learnings from their systems and processes. Clearly, a vitally important component is in the way we identify and nurture talent and our early plans in this space are incredibly exciting, and I believe a real first for cricket in England.

As you will have seen, we have now assembled a new coaching and support team – spearheaded by Darren Gough and Ottis Gibson. It's been heartening to see the large numbers of high-quality candidates that have applied for these roles and following a very thorough recruitment process, we are delighted with the support team we have in place for this season.

The Northern Diamonds continue to be a source of pride for the region, having reached two finals in 2021. An increase in full-time contracted players from five to eight is another step in the right direction and I'm looking forward to seeing if the team can go one step further in 2022 and claim some silverware.

Members will be well aware of the failed attempts to hold an extraordinary general meeting, before this was successfully called on 31 March 2022. I am delighted we are now able to move forward with a strong base of high class corporate governance foundations. At the forthcoming annual general meeting we will be submitting to the members for approval six non-executive board members. I am excited to be building a board with such strong capabilities and I am looking forward to working with them on the next stage of our journey.

As you will have seen in recent weeks, we have announced a number of new and returning sponsors have partnered with the Club. I'd like to note my thanks to each and every one of them who have put their trust in us and want to join us on our journey. I'm confident there are very exciting times ahead for all of us working together.

I took on this role as Chair in an executive capacity in November 2021 due to the volume of work required to lead the Club through the various crises it faced. However, with a new Board set to be in place following the 2022 AGM, including a diverse range of people all offering significant experience and skills, I've taken the decision to revert my position to that of a Non-Executive Director I am very committed to playing my part in making this Club the best in the world and embracing the challenges ahead of us.

While we still have a long road and a lot of hard work ahead, the potential prize is great: a once in a generation opportunity not only to transform the game in Yorkshire, but also to provide a model for learning and change – both in cricket and across the world of sport.



**Lord Patel of Bradford OBE**  
Chair  
The Yorkshire County Cricket Club  
3rd May 2022

# ACTING CHIEF EXECUTIVE'S REPORT

Much has happened at The Yorkshire County Cricket Club this winter with the Club's existence in question at various stages. Fortunately, thanks to a lot of hard work from a range of people and the support of the Club's membership at a very difficult time, Yorkshire can now flourish.

There is no place for discrimination in cricket and the Club now have a huge opportunity to transform what we do and how we work to develop a culture and environment for all. Over the past six months, much of the groundwork has been laid to ensuring this happens and I'm really excited to see where this Club can go in the coming years.

On the field in 2021, Yorkshire were the only team to reach division one of the County Championship and the knockout phases of both white-ball competitions. The Northern Diamonds continued their remarkable start to regional cricket by reaching the finals of both their 50-over and T20 competitions, but unfortunately missed out on silverware. The winter has seen England debuts for Harry Brook and Matthew Fisher, whilst seven other players represented the Three Lions including two in the Women's World Cup final in April. The amount of talent coming through the ranks at Yorkshire and Northern Diamonds fills us with confidence that there is a lot of on-field success to come.

Following a difficult 2020 in which all games were played behind closed doors, it was fantastic to be able to welcome our Members and supporters back. I know it made a huge difference to all of the players and staff.

Our international matches were once again a huge success with fantastic crowds witnessing sensational cricket on the field. The T20 between England and Pakistan saw Headingley's first capacity crowd of the year with the Club piloting the fixture ahead of the complete easing of Coronavirus restrictions. My thanks go to the Club's staff who worked tirelessly to welcome supporters back to the ground.

Last year also saw the launch of The Hundred, with Headingley hosting four fixtures and a number of Yorkshire and Northern Diamonds players competing. The competition attracted a new audience to the game and I was particularly delighted to see the impact it had on the women's game. Hopefully in the coming years it will drive greater participation in the game, help us to connect further with our diverse communities and offer a platform for well-deserved exposure for our women's players.

There has been a number of changes in personnel at for the Club with many new staff members now in place. It is important that the Club recognises the time and efforts that so many people have put into the organisation over many years.

I'd also like to thank Andrew Watson, who has this year retired from his role as Managing Director of the Yorkshire Cricket Board. Andrew has overseen the development of the Board and recreational cricket has gone from strength to strength in recent times.

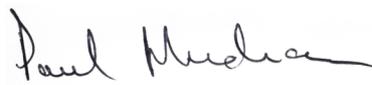
We were very sad to learn of the death of Keith Howard in August of last year. Keith was a huge supporter of Yorkshire Cricket, barely missing a game at Headingley for many years. He made a significant impact to the Club and cricket community by providing funding for both the Yorkshire Cricket Foundation and the Club through his business and charitable foundation, Emerald. Keith will be sadly missed.

The Club and cricketing community were also sad to hear of the passing of former player Ray Illingworth. Ray's contribution to cricket, both for Yorkshire and at grassroots level for his club, Farsley CC, were tremendous and he will be missed.

Many of you will have seen that a number of big changes have occurred with the County Age Group system which now sits under the Club. During the winter months we have undertaken a listening exercise and are now looking to implement many changes that we believe will make our performance pathways one of the best in the country. One major change has been the provision of free clothing and removal of coaching and match fees in the county pathway. We believe this will go a long way towards removing barriers to entry to the system and hope that we can continue to develop a system that gives an opportunity to all based purely on their merit for selection. The Club has a long tradition of producing talent from its pathway and that is something we plan to continue for many years to come.

Moving forward, I'm delighted to welcome a number of new staff to the Club alongside a number of new commercial partners. One major focus in recent months has been the Club's governance procedures and this will be a key factor for the organisation over the coming years.

I'd like to end by thanking all of our Members for their support once again in 2021. The membership plays a pivotal role in shaping the way the Club is run and together I'm confident we can make The Yorkshire County Cricket Club the best club in the world.



**Paul Hudson**  
Acting Chief Executive Officer  
The Yorkshire County Cricket Club  
3rd May 2022

## INTERIM MANAGING DIRECTOR OF CRICKET - MENS CRICKET REPORT

I'm thrilled to be back at Yorkshire having spent some of my fondest years here, from coming through the Academy to returning as captain in 2007. The opportunity to be the Managing Director of Cricket was one I couldn't turn down and I'm here to make a difference at this Club.

Under very unique circumstances, my first job was to be a calming influence on our players following a very difficult period. I moved to put an interim team of coaches in place for the new year to ensure that training could resume. I'd like to thank Tim Boon, Paul Shaw, Cookie Patel, Ryan Sidebottom, Martin Speight, David Wainwright, Matthew Green, Steve Harmison and Richard Waite who have all helped us through this period.

You will have seen that we advertised for a variety of permanent positions, and I'm delighted to say that we had over 200 applicants across the coaching and medical roles. We have followed a rigorous recruitment process which has included a points-based system and rounds of sifting through CVs and covering letters. This involved independent people to ensure the process is as inclusive as possible.

We were delighted that, following an interview process with eight potential candidates for the Head Coach role, the panel unanimously decided that Ottis Gibson was the best person for the job. Ottis has enjoyed a long and successful coaching career, winning a T20 World Cup as Head Coach of West Indies, an Ashes series as Bowling Coach of England, and most recently spells with South Africa and Bangladesh. He has international playing experience having played two Tests and 15 ODIs and has represented Durham, Glamorgan and Leicestershire.

Ottis' knowledge and passion for county cricket was a huge factor in the decision to appoint him. His overall responsibility will be for performance and management of the first team and he will be supported by two assistant coaches, Kabir Ali and Alastair Maiden.

Following some exciting meetings with Sameen Rana, the Chief Operating Officer at Lahore Qalandars, we were delighted to agree a ground-breaking partnership with the Pakistan Super League team. As part of the partnership, we have signed Haris Rauf for the first six Championship games. Haris has not played much red-ball cricket, but he is a serious talent with a lot of pace and is hungry to improve his cricket in all formats. Haris will be a great addition to our squad.

We were also delighted to extend this partnership to South African franchise the Momentum Multiply Titans. What excites me the most is the prospect of information sharing, player and coach development opportunities and a vast array of other components that will come from these partnerships.

Our pre-season was a great success with the squad having access to a marquee at Weetwood before travelling to Dubai in March. We feel this has given our players the optimum preparation for competitive action, with positive results already being secured in a couple of tough away games at the start of the season at Bristol and Northampton.

Youth cricket is a big passion of mine and there is a lot going on at this moment in time. We are looking at how our county age group systems are run and have carried out a listening exercise with the parents and players from the boys and girls teams. We are focusing on how we can make our systems better, more inclusive and affordable for all.

We will be undertaking a new talent identification programme this summer to find special talent that has been missed through our systems over the past three or four years. Hopefully this will provide a good opportunity for many young players around the county.

My hopes are high for success on the field this season. We have a large and talented squad, but there are always uncertainties around what players will be available due to England commitments. Young players Matthew Fisher and Harry Brook have had international call-ups over the winter and alongside more established England players such as Jonny Bairstow, Adil Rashid, Joe Root, Dawid Malan and Dom Bess. This makes it difficult to prepare with the uncertainty around availability but it's certainly a positive that our players go on to play for England.

There are lots of reasons to be optimistic heading into this season and I'm excited for what the future holds. I'm very much looking forward to seeing you all at the various grounds around Yorkshire and hope that you enjoy a great summer of cricket.



**Darren Gough**  
Interim Managing Director of Cricket  
The Yorkshire County Cricket Club  
3rd May 2022

# DIRECTOR OF WOMEN'S CRICKET - WOMENS CRICKET REPORT

Firstly, I hope this report finds you well, after two challenging years, not just in a cricketing sense, but more importantly in a human sense. The support shown for the Diamonds with the backdrop of the global pandemic, from our regional network and cricketing family, has been overwhelming.

After the truncated 2020 season, winter 2020/21 provided some excitement as we contracted our first five professionals on a full-time basis and could offer a more extensive senior performance programme all year round to a wider group of players. After a short period of rest in October, the players and support staff were raring to go in early November, as we set about building on the learnings from our first summer campaign.

Then another bombshell, another lockdown, and a tier system placed on certain geographical areas, as well as travel restrictions. The winter 2020 lockdown meant our programme didn't get going before the festival period and we lost some vital preparation both on a sport-science front and from a cricket perspective. That said, online sessions and home gym equipment purchases meant we could try and minimise the impact.

Into 2021 and with more clarity on what elite sport could do within the pandemic, the Diamonds assembled in person, and we really set about our preseason. In addition, the establishment of the first Diamonds regional academy was formed, after the covid-disrupted observation sessions of the leading county players either side of Christmas. The Diamonds academy is to be led by Courtney Winfield-Hill, who was recruited in autumn 2020, and comes with a plethora of experience from her teaching days in Australia, as well as being a former professional cricketer herself and a current rugby league back with Leeds Rhinos. Regular matches for future talent across the country will help bridge the gap between the county game and the professional regional sides, as well as national tournaments in the summer holidays, to help expedite development and assess readiness for the next stages of their careers. Out of the 15 strong Diamonds squad that went to the national tournament at Shrewsbury, seven of the academy reps got selected for the school games, a three team ECB tournament held at Loughborough in September. Great job, Courtney and team!

2021, summertime! The season was upon us with four 50-over matches and three T20s in May and June, before a break for the 100-ball competition in July/August. Following the inaugural franchise tournament, the remaining three T20s and finals day would conclude in early September. We would then pick up the remaining three 50-over games and final in late September.

Had I been asked at the start of the year whether I'd be happy with two finals-day appearances, it would have been an overwhelming yes. However, it probably shows where we are at that we are disappointed to have fallen narrowly short in both competitions.

Once again I'm very proud of the quality of cricket we have played this year. At various times within the season all of our players have made match-

winning contributions and I think the standard on cricket on show has notably improved.

The Hundred had a fantastic impact on our players with an intense period of playing and training coupled with worldwide media attention and fantastic crowds in attendance. This brought additional pressures along with a host of new opportunities and seeing the response from our players both during that competition and on their return to regional duties was brilliant. It can only be beneficial for the women's game in this country.

We were delighted to be able to increase the number of full-time contracted players within the Diamonds squad to eight ahead of 2022, thanks to some additional ECB funding and generous support from the Yorkshire County Cricket Club. This is huge for us increasing the volume of time spent with players and can only help to propel the women's game in this region to the next level.

After two challenging yet rewarding years, this winter (2021/22) hopefully provides the opportunity to build on the early organic successes during the backdrop of the global pandemic. Many thanks to our support staff and players, our county network and cricket family for your support. See you in 2022!



**James Carr**  
Regional Director of Women's Cricket  
Northern Diamonds  
3rd May 2022

# ACTING DIRECTOR OF FINANCE'S REPORT

Whilst it was reported last year that, despite the outbreak of the Covid-19, the Club had been able to act in a manner which ensured it remained on track to achieve its long-term financial objectives, events of 2021 have meant it is not possible to say the same about the financial position on which the Club exits 2021. However, that is not to say that the financial results for the year are all doom and gloom.

The Club entered the year with a financial plan which very much revolved around the country reaching a point in the Covid-19 pandemic which allowed for the full return of spectators to sporting stadia. This did not occur in the first part of the summer, which had a significant impact on ticketing revenue from the Vitality Blast games as they were hosted in front of a limited capacity crowds. However, the Club was able to host the England vs India Test and four fixtures in The Hundred in front of an unrestricted crowd. The Club is also grateful to the ECB for the work they did with the Government which allowed for the England vs Pakistan IT20 to be hosted as part of the Event Research Programme, with Headingley welcoming its first full house at Headingley since the day of Ben Stokes heroics in 2019.

Turnover for 2021 stands at £14.1m which would be a record year for the Club were it not for the hosting of the ICC Cricket World Cup fixtures in 2019. The Club had five sell out days of International Cricket across the Test and IT20 and credit must be given to the Club's Commercial, Marketing and Ticketing departments for their work on this front as the vast majority of these tickets were sold against the backdrop of uncertainty regarding whether Covid-19 restrictions would be lifted in time to allow spectators to attend. The Club also recognised strong commercial revenues in the year predominately due to an increase in sponsorship income compared to 2020 as sponsors returned to the Club following an enforced break in 2020. The Club also continued to make use of the Government's Furlough Scheme where possible to mitigate costs.

Cricket related expenditure and overheads returned to a more normal level in 2021 as activity resumed on both playing and operational front and again credit must be given to the Cricket Administration and Operations departments for how they have managed expenditure in these areas in the face of additional challenges posed by Covid-19. This culminates in earnings before interest, tax, depreciation, and amortisation of £2.6m which, like turnover, is only bettered by the exceptional year of 2019.

However, the Club has made a post tax loss of £795k in the year and this is as a result of significant exceptional expenditure in the year. £1.9m of exceptional expenditure has been incurred following the settlement it has reached with Azeem Rafiq and the subsequent actions that the Club has taken. These costs include various settlement agreements, legal and PR costs and the commencement of the governance review conducted jointly by The Good Governance Institute and law firm Howard Kennedy LLP which was concluded in January 2022 with the Club implementing the recommendations soon after. It is expected that the Club will continue to incur further expenditure of a similar nature during 2022 as the Club looks to rebuild.

on the Club's cashflow in the latter part of 2021 and early part of 2022. To help see the Club through this period the ECB have provided some short-term cash flow support by way of an advance of County Partnership Agreement fees. These would have ordinarily been paid to the Club monthly throughout the year but have been advanced to the Club in February 2022.

During 2021 Azets Audit Services Limited were appointed auditor to the Club following their acquisition of the trade of Garbutt & Elliott Audit Limited on 1 December 2021. Azets Audit Services Limited have indicated their willingness to stand for reappointment at the Annual General Meeting.

Looking forward to 2022, it looks like being another challenging year financially for the Club as it looks to rebuild. The exceptional expenditure the Club has, and continues to incur will result in a necessity to refinance its current long term debt arrangement. In 2021, the Club was able to meet its capital debt repayments of £1m to HSBC but as detailed last year the expected financing of the outstanding balance due for repayment on 31 December 2021 was not possible. The Club is grateful to the HSBC for the support that it received on this matter where they added the outstanding balance to the Club's existing overdraft rather than seeking repayment. The Club also continues to receive support from the Graves Family Trusts for which it is grateful, and this ongoing support of lenders is crucial to refinancing during the year, without which, as described in note 2, presents a material uncertainty which may cause significant doubt over the ability of the Club to continue as a going concern.

The ECB lifting the suspension of the Club hosting International Cricket underpins the Club's ability to refinance during the year. The Club is in receipt of around £2.5m of ticket sales for summer 2022 fixtures which includes general admission sell outs for the One Day International and days two and three of the Test Match. Additionally, the Club expects significant cash inflows in Autumn 2022 when tickets go on sale for the 2023 Ashes.

2021 has been a challenging year and 2022 will continue to be so, as the Club looks to rebuild both reputationally and financially. I would like to take this opportunity to personally express my thanks to the vast number of people who continue to support the Club. Not least my colleagues in the Finance Department, wider colleagues across Yorkshire Cricket, Members and wider supporters in the community.



**Chris Thomson**  
Acting Director of Finance  
The Yorkshire County Cricket Club  
3rd May 2022



## RECENT FINANCIAL TRENDS

	2021	2020	2019	2018	2017
	£'000	£'000	£'000	£'000	£'000
<b>Income:</b>					
International ticket and hospitality revenue	4,534	1,485	10,484	2,498	2,686
Domestic ticket and hospitality revenue	1,139	297	1,095	999	932
Subscriptions	569	605	812	828	742
England and Wales Cricket Board	4,204	4,424	2,536	2,119	3,152
Commercial income	2,587	889	3,001	2,353	1,998
Other	1,018	1,086	68	118	150
<b>Total Income</b>	<b>14,052</b>	<b>8,786</b>	<b>17,996</b>	<b>8,915</b>	<b>9,660</b>
Cost of sales	(2,687)	(235)	(4,228)	(2,095)	(2,208)
Cricket expenses	(4,047)	(3,436)	(3,500)	(3,386)	(3,326)
Overheads	(4,762)	(3,837)	(3,817)	(2,920)	(2,982)
<b>EBITDA</b>	<b>2,555</b>	<b>1,278</b>	<b>6,451</b>	<b>515</b>	<b>1,144</b>
Interest	(790)	(800)	(680)	(797)	(805)
Depreciation and loss on disposal of a fixed asset	(621)	(676)	(590)	(556)	(513)
Capital grants release	183	213	253	190	188
<b>Surplus / (deficit) before exceptional items</b>	<b>1,327</b>	<b>15</b>	<b>5,434</b>	<b>(648)</b>	<b>14</b>
Exceptional items	(1,892)	(87)	-	-	(68)
<b>(Deficit) / Surplus before taxation</b>	<b>(565)</b>	<b>(72)</b>	<b>5,434</b>	<b>(648)</b>	<b>(54)</b>
<b>Loans, borrowing and overdrafts net of cash - net debt</b>	<b>16,966</b>	<b>14,789</b>	<b>18,340</b>	<b>20,636</b>	<b>22,942</b>

# CORPORATE GOVERNANCE

**The Board is accountable to the Club's members for good corporate governance and this statement describes how the principles of governance were applied during the year.**

## THE BOARD

The Board is responsible for approving Club policy and strategy. It meets bi-monthly, or more frequently if business needs require and has a schedule of matters specifically reserved to it for decision, including all significant commercial issues and all capital expenditure. The Senior Management Team supply the Board with appropriate and timely information and Board Members are free to seek any further information they consider necessary. On 5 November 2021, following a number of resignations the Club did not have a quorate board until the EGM on 31 March 2022. Prior to these resignations the Board operated with the following sub committees:

### Nominations Committee

The Nominations Committee is formally constituted with written terms of reference which are defined in the Club Rules and reviewed regularly. It is chaired by the Chair and the other members of the committee are the President, Secretary and one Non-Executive board member which was Neil Hartley.

### Audit, Governance and Risk Committee

The Audit, Governance and Risk Committee meets to provide oversight of the financial reporting process, the audit process, systems of internal controls and compliance with laws and regulations. It was chaired by Stephen Willis and meets with the external auditors as part of this process. The other member of the committee was Neil Hartley.

### Remuneration Committee

The Remuneration Committee assists the Board in developing and administering a fair remuneration policy for the Club and determining remuneration of senior employees. It was chaired by Stephen Willis and the other members of the committee were Roger Hutton and Hanif Malik.

### Members' Committee

The Club encourages effective communication with its members and the Members' Committee, as defined in the Club Rules, is appointed for that purpose.

### Equality and Diversity Working Group

The Equality and Diversity Working Group meets four times per year to provide guidance and practical advice to all areas of Yorkshire Cricket, towards improving diversity and inclusion across the organisation. The Group was chaired by Hanif Malik and the Club was also represented by other Board Members Roger Hutton, Mark Arthur and Martyn Moxon. Liz Neto as HR Manager and PA also represents the Club. The Yorkshire Cricket Board was represented by Andrew Watson and the Yorkshire Cricket Foundation was represented by Will Saville.

On 23 January 2022 the Club received a developmental governance review from the Good Governance Institute and Howard Kennedy LLP. The core structural recommendations of the review were approved by members at the EGM on 31 March 2022

## INTERNAL CONTROL

The Board acknowledges its responsibility to maintain a sound system of internal control relating to operational, financial and compliance controls and risk management, to safeguard the members' interests and the Club's assets, and will regularly review its effectiveness. Such a system, however, is designed to manage

and meet the Club's particular needs and mitigate the risks to which it is exposed, rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss. The Club considers the key components to provide effective internal control and improve business efficiency are:

Regular meetings with senior management to review and assess progress made against objectives and deal with any problems which arise from such reviews.

A financial reporting system consisting of annual budgets, periodic forecasts and detailed monthly reporting which includes cash flow forecasts. Budgets and forecasts are reviewed and approved by the Board.

A management and organisation structure exists with defined responsibilities and appropriate authorisation limits and short lines of communication to the Chair.

A Senior Independent Board Member is appointed by the Board whose role is to serve as a sounding board for the Chair and act as an intermediary for other board members. The position was held by Stephen Willis until his resignation and currently by Trevor Strain.

## BOARD MEMBERS' RESPONSIBILITIES

The Board Members are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Co-operative and Community Benefit Society law requires the Board Members to prepare financial statements for each financial year. Under that law the Board Members have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under

Co-operative and Community Benefit Society law the Board Members must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Club and of the income and expenditure of the Club for that period. In preparing these financial statements, the Board Members are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Club will continue in business.

The Board Members are responsible for keeping adequate accounting records that are sufficient to show and explain the Club's transactions and disclose with reasonable accuracy at any time the financial position of the Club and enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014. They are also responsible for safeguarding the assets of the Club and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## DISCLOSURE OF INFORMATION TO AUDITOR

The members of the Board who held office at the date of approval of the Annual Report and Accounts confirm that, so far as they are aware, there is no relevant information of which the Club's auditor is unaware; or each member has taken all the steps that they ought to have taken as a member to make themselves aware of any relevant audit information or to establish that the Club's auditor is aware of that information.

# INCOME AND EXPENDITURE ACCOUNT

for the year ended 31 December 2021

	NOTE	2021	2020
		£	£
<b>Income:</b>			
International ticket and hospitality revenue		4,534,103	1,485,362
Domestic ticket and hospitality revenue		1,139,039	296,882
Subscriptions		569,103	604,827
England and Wales Cricket Board		4,204,494	4,424,128
Commercial income		2,586,945	888,849
Other income		1,017,909	1,086,334
		14,051,593	8,786,382
<b>Cost of Sales:</b>			
International match and hospitality expenditure		1,915,046	(88,505)
Domestic match and hospitality costs (home fixtures)		530,417	189,489
Commercial costs		241,124	134,177
		(2,686,587)	(235,161)
<b>Cricket Expenses:</b>			
Staff remuneration and employment expenses		2,961,561	2,752,211
Match expenses (away fixtures)		238,061	14,884
Development expenses		487,165	483,573
Other cricket expenses		360,601	185,455
		(4,047,388)	(3,436,123)
<b>Overheads</b>			
Infrastructure and ground operations		2,188,462	1,902,719
Commercial		946,388	869,929
Administration		1,430,775	874,154
Ticket and membership office		196,796	190,593
		(4,762,421)	(3,837,395)
<b>Earnings Before Interest, Tax, Depreciation and Amortisation</b>			
		2,555,197	1,277,703
Interest		(790,238)	(799,997)
Depreciation and loss on disposal of a fixed asset	6	(621,144)	(675,537)
Release of capital grants	10	183,375	212,709
		(1,228,007)	(1,262,825)
<b>Surplus Before Exceptional Items and Taxation</b>			
		1,327,190	14,878
Exceptional Items	5	(1,892,071)	(86,800)
<b>(Deficit) / Surplus After Exceptional Items but before Taxation</b>			
		(564,881)	(71,922)
Taxation	4,11	(230,000)	(53,000)
<b>(Deficit) / Surplus After Taxation</b>			
		(794,881)	(124,922)

# BALANCE SHEET

as at 31 December 2021

	NOTE	2021	2021	2020	2020
		£	£	£	£
<b>Assets Employed:</b>					
Investments	13		50		50
Fixed assets	6		28,514,165		29,096,527
<b>Current Assets:</b>					
Stocks		124,380		101,272	
Debtors	7	826,761		1,219,933	
Cash in hand		31,116		3,943,863	
		982,257		5,265,068	
<b>Creditors: Amounts Falling Due Within One Year</b>	8	(9,802,347)		(11,383,579)	
<b>Net Current Liabilities</b>			(8,820,090)		(6,118,512)
<b>Total Assets Less Current Liabilities</b>			<b>19,694,125</b>		<b>22,978,065</b>
<b>Funded By:</b>					
<b>Creditors: Amounts Falling Due After More Than One Year</b>	9		13,750,687		16,821,831
<b>Provision for liabilities</b>	15		1,290,460		525,000
<b>Deferred Income - Capital Grants</b>	10		4,538,134		4,721,509
			19,579,281		22,068,340
<b>Capital And Reserves</b>					
Called up share capital	12		170		147
Capital redemption reserve			720		743
Income and expenditure account			113,954		908,835
			114,844		909,725
			<b>19,694,125</b>		<b>22,978,065</b>

These accounts were approved by the Board on 29th April 2022.

*Kamlesh Patel*

*Paul Hudson*

LORD PATEL OF BRADFORD OBE, CHAIR

PAUL HUDSON, DIRECTOR & CLUB SECRETARY

# CASH FLOW STATEMENT

for the year ended 31 December 2021

	NOTE	2021	2020
		£	£
<b>Cash Flows From Operating Activities</b>			
Deficit for the year		(794,881)	(124,922)
Adjustments for:			
Depreciation of tangible assets		621,144	675,537
Increase in other provisions		535,460	-
Loan interest payable		790,238	799,997
Capital grants released		(183,375)	(212,709)
Taxation		230,000	53,000
Decrease in trade and other debtors		393,172	159,635
(Increase) / decrease in stocks		(23,108)	30,940
(Decrease) / Increase in creditors		(2,916,685)	3,014,153
Interest paid		(790,238)	(641,298)
<b>Net Cash (Outflow) / Inflow From Operating Activities</b>		<b>(2,138,273)</b>	<b>3,754,333</b>
<b>Cash Flows From Investing Activities</b>			
Purchase of tangible fixed assets	6	(38,783)	(84,357)
Capital grants received	10	-	39,584
<b>Net Cash Outflow From Investing Activities</b>		<b>(38,783)</b>	<b>(44,773)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings		(2,569,014)	(47,975)
Repayment of finance lease liabilities		(141,716)	(37,500)
<b>Net Cash Outflow From Financing Activities</b>		<b>(2,710,730)</b>	<b>(85,475)</b>
<b>(Decrease) / Increase In Cash In The Period</b>		<b>(4,887,786)</b>	<b>3,624,085</b>
Cash and cash equivalents at 1st January		3,943,863	319,778
Cash and cash equivalents at 31st December		(943,923)	3,943,863
<b>Relating to:</b>			
Cash at bank and in hand		31,116	3,943,863
Bank overdraft including in creditors payable with one year		(975,039)	-

# STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2021

	Called Up Share Capital	Capital Redemption Reserve	Income and Expenditure Account	Total
	£	£	£	£
Balance at 1st January 2020	214	676	1,033,757	1,034,647
Reduction in share capital for retiring members	(67)	67	-	-
Surplus for the year after taxation	-	-	(124,922)	(124,922)
<b>Balance at 31st December 2020</b>	<b>147</b>	<b>743</b>	<b>908,835</b>	<b>909,725</b>
Balance at 1st January 2021	147	743	908,835	909,725
Increase in share capital for new members	23	(23)	-	-
Deficit for the year after taxation	-	-	(794,881)	(794,881)
<b>Balance at 31st December 2021</b>	<b>170</b>	<b>720</b>	<b>113,954</b>	<b>114,844</b>

## NOTES TO THE ACCOUNTS

for the year ended 31 December 2021

### 1. ACCOUNTING POLICIES

These financial statements were prepared in accordance with Financial Reporting Standard 102. The Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS 102") as issued in August 2014 and the Co-Operative and Community Benefit Societies Act 2014. The amendments to FRS 102 issued in July 2015 have been applied. The presentation currency of these financial statements is sterling.

Under section 100 of the Co-Operative and Community Benefit Societies Act 2014, neither The Yorkshire Cricket Foundation nor Headingley North-South Stand Limited meet the definition of a subsidiary. The Co-Operative and Community Benefit Societies Act 2014 only requires a consolidation to be prepared where investments meet the definition of a subsidiary. In addition, Under section 9.3(g) of FRS 102, an entity is exempt from preparing consolidated financial statements if not required by the applicable statutory framework (in this case, Co-Operative and Community Benefit Societies Act 2014). As such, no consolidated accounts have been prepared.

The Co-Operative and Community Societies Act 2014 has no requirement for the disclosure of Director's remuneration and section 33 of FRS102 only requires the disclosure of remuneration to Key Management Personnel. As such, this disclosure is made in Note 3 Employee Costs with Key Management Personnel being defined in the Staff List on page 32.

#### (a) Income

All income is accounted for on an accruals basis except for donations which are accounted for in the year of receipt.

Income represents amounts receivable from the Club's principal activities. Income is analysed between international ticket and hospitality revenue, domestic ticket and hospitality revenue, subscriptions, England and Wales

Cricket Board, commercial and other income:

#### *International ticket and hospitality revenue*

Relate to amounts received from ticket sales and hospitality directly attributable to staging international cricket matches in Yorkshire.

#### *Domestic ticket and hospitality revenue*

Relate to amounts received from ticket sales and hospitality directly attributable to staging domestic cricket matches in Yorkshire.

#### *Subscriptions*

Subscription income comprises amounts receivable from members in respect of the current season. Subscriptions received in respect of future seasons are treated as deferred income. ECB distributions receivable to fund capital projects are treated as deferred income and are released to the Income and Expenditure Account by equal installments over the expected useful lives of the relevant assets in accordance with accounting policy (c) Fixed assets and depreciation, as set out below.

#### *England and Wales Cricket Board (ECB)*

ECB income relates to fees receivable, including performance related elements, in the current season distributed from central funds in accordance with the County Partnership Agreement (CPA). Also included any one-off receipts from the ECB outside of the CPA. ECB fees received in respect of future seasons are treated as deferred income. ECB distributions receivable to fund capital projects are treated as deferred income and are released to the Income and Expenditure Account by equal installments over the expected useful lives of the relevant assets in accordance with accounting policy (c) Fixed assets and depreciation, as set out below.

#### *Commercial Income*

Commercial income relates to amounts received from stadium naming rights, ground advertising, retail operations, catering commissions, indoor cricket centre facility hire, dinners and other events. Advertising income received in respect of future seasons is treated as deferred income.

#### Other Income

Other income relates to amounts received from sundry items which mainly consists of income from the Government's Furlough Scheme and any other income not falling into the above categories.

#### (b) Investments in jointly controlled entity

Investments in jointly controlled entities are carried at cost less impairment.

#### (c) Fixed assets and depreciation

All expenditure in connection with the development of Headingley Cricket Ground and the related facilities has been capitalised. Finance costs relating to and incurred during the period of construction were also capitalised. Depreciation is only charged once a discrete phase of the development is completed.

Depreciation is calculated to write down the cost of fixed assets by equal annual installments over their expected useful lives.

#### The periods generally applicable are:

##### Headingley Cricket Ground and Cricket Centre

Buildings	
- Carnegie Pavilion	125 years
- Other Buildings	10 - 50 years
Fixtures	4 years
Plant & Equipment	4 - 10 years
Office Equipment	2 - 4 years

Freehold land is not depreciated.

All other expenditure on repairs to Headingley Cricket Ground and other grounds is written off as and when incurred.

#### (d) Stocks

Stocks represent goods for re-sale and are stated at the lower of cost and net realisable value.

#### (e) Grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grant will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

Capital grants relating to the development of Headingley Cricket Ground (including the Yorkshire Cricket Museum) and Cricket Centre are included within the Balance Sheet as deferred income, and are released to the Income and Expenditure Account by equal installments over the expected useful lives of the relevant assets in accordance with accounting policy (c) Fixed assets and depreciation, as set out above.

Grants of a revenue nature are credited to the Income and Expenditure Account in the same period as their related expenditure.

#### (f) Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

#### (g) Financial Instruments

The company has elected to apply the provisions of Section 11 'Basic Financial

Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

#### Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

#### Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

#### Basic financial liabilities

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

#### Derecognition of financial liabilities

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

#### (h) Finance Costs

Finance costs are charged to the statement of comprehensive income over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

#### (i) Taxation

Tax on the surplus or deficit for the year comprises current and deferred tax. Tax is recognised in the income and expenditure account except to the extent that it relates to items recognised directly in equity or other income, in which case it is recognised directly in equity or other income.

Current tax is the expected tax payable or receivable on the taxable income or deficit for the year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided in full using the balance sheet liability method. A deferred tax asset is recognised where it is probable that future taxable income will be sufficient to utilise the available relief. Tax is charged or credited to the income statement except when it relates to items charged or credited directly to equity, in which case the tax is also dealt with in equity.

Deferred tax liabilities and assets are not discounted.

## 2. FINANCIAL POSITION

### Going concern and Covid-19 Pandemic

The financial statements for the year ended 31 December 2021 have been prepared following a partially disrupted English summer of cricket which saw the Club begin the season playing the Specsavers County Championship behind closed doors, a Vitality T20 Blast campaign with vastly limited crowds before hosting an England T20 and Test Match along with four The Hundred fixtures in front of 100% capacity crowds. The financial statements are also prepared against the backdrop of the Azeem Rafiq racism enquiry and subsequent actions that the Club has taken because of this.

Operationally, the Covid-19 pandemic and measures put in place to limit the spread of the virus have continued to cause the business disruption, although not to the extent seen in 2020. The ability to only host crowds of around 4,000 for the home Vitality T20 Blast games had a material impact on ticketing and hospitality income, retail income and catering commissions. The social distancing requirements of the reduced capacity also meant that there was little scope for offsetting the loss of income against reduced operating costs. The Club did receive some help from the ECB towards the loss of Covid-19 relating income at both domestic and international games whilst also continuing to make use of the Government's Furlough Scheme to further mitigate the loss of revenue because of the pandemic. Given the latest position of the UK Government and its response to Covid-19 it is not expected that any further disruption to business will occur in 2022 with the Club operating with no capacity restrictions in 2022.

The Club continues to maintain a good relationship with its lenders, principally the Graves Trusts and HSBC bank. The Club continues to meet its day to day working capital requirements to pay creditors as they fall due.

In addition to its loans totalling £14.9m from the Graves Trusts with repayments of £3.0m due in 2022, the Club also has an overdraft facility of £1.919m (2020: £0.35m) which is repayable on demand and has an expiry date of 31 December 2022. At the year end the Club had just under £1m of headroom against this overdraft. The term debt which the Club held at the start of the year with HSBC has been repaid as planned during 2021 with the Club making capital repayments of £1m and the balance of £1.569m being added to the Club's existing overdraft facility of £0.35m creating an extended facility of £1.919m.

The outcome of the Azeem Rafiq investigation and subsequent actions required to be taken by the Club have brought significant pressure on the Club's cashflow in the late part of 2021 and early 2022. All exceptional items incurred in the 2021 accounts have either been settled in cash or form part of the creditors balances at the year end with further additional exceptional expenditure expected in 2022. Should the contingent liability crystallise this will cause further strain to the Club's cashflow. The Club has sought help from the ECB to ease this pressure and this has come by way of a County Partnership Agreement fee advance. These are fees that the Club would receive throughout the year, however £1.7m net of VAT has been received in February 2022 covering the period September 2022 to February 2023.

This advance of fees will allow time for the Club to undertake a major refinancing exercise of both the HSBC term debt which has merged with

existing overdraft facility but also the debt held with the Graves Trusts. To date, the Trusts and HSBC have been supportive of the Club and the actions it has taken and progress it has made in recent months. In response to the criteria set by the ECB for the lifting of the suspension of International Cricket, this includes undertaking and beginning to implement the recommendations of a governance review, creation of an EDI plan, commissioning a Listening review and committing to looking to improve customer matchday experience and promote inclusivity. The Club has produced a long-term financial plan with both upside and downside sensitivities and in all scenarios there is a need to refinance the Club's debt profile, specifically to defer capital repayments due in the next 12 months, and secure additional funding during the remainder of 2022. The quantum of this additional funding is dependent on the crystallisation of further cash outflows. Without this refinancing the Club would not be able to meet its liabilities as they fall due.

Whilst acknowledging that a refinancing exercise is not entirely within the control of the Club, it is hoped that these actions which had led to the lifting of the suspension of hosting International Cricket have started to rebuild the Club's reputation and give confidence in the Club that any assumptions underpinning the long-term financial plan are both reasonable and achievable. However should there be a delay with refinancing there are several working capital levers that can be pulled in the short-term but none of these replace the need to refinance during 2022. The exceptional expenditure the Club has incurred along with additional expenditure from commitments it has made and a reduction in income combine to force the Club to need to refinance and seek additional funds. Should a refinancing not be possible with existing lenders the Club will need to explore new sources of funding.

The ECB lifting the suspension on hosting International Cricket was conditional on Members approving rule changes at the EGM on 31/03/2022. The result of vote ensures the return of International Cricket to Headingley and this underpins the Club's cashflow over the next 12 months. This secures the ticket revenue that the Club has already received in respect of an England ODI against South Africa and Test against New Zealand which to date have seen net sales of around £2.5m but the Club also expects significant cash inflows when tickets go on sales for the England vs Australia 2023 Ashes Test in Autumn 2022.

Refinancing is a fundamental activity over the coming 12 months, upon which the Club's ability to continue as a going concern is dependent, all Board forecasts, and resultant impacts on cashflow are on the basis that this can be achieved.

However satisfactory conclusion of the refinancing cannot be guaranteed, therefore in light of the risk associated with not concluding the refinancing, which is outside of the control of the Board, there remains a material uncertainty which may cast significant doubt on the Club's ability to continue as a going concern. Nevertheless, the Board have a reasonable expectation that the Club has adequate resources to continue to meet its trading liabilities as and when they fall due. The Board therefore believe that it is appropriate to prepare these financial statements on a going concern basis. The financial statements do not include any adjustments that would result from the basis of preparation being inappropriate.

### 3. EMPLOYEE NUMBERS AND COSTS

	2021	2020
<b>Employee Numbers And Costs</b>		
The average number of persons employed by the Club (including board members) during the year, analysed by category, was as follows:		
Players (including Academy and Northern Diamonds players)	46	46
Non-playing full time employee	50	49
Seasonal and casual employee	17	12
	113	107

The aggregate payroll costs of these persons were as follows:

	£	£
Wages and salaries	5,023,294	3,771,936
Social security costs	509,510	409,667
Contribution to pension plans	314,920	286,837
	5,847,724	4,468,440

The total remuneration of key management personnel (including Board Members), as defined in the employee list (page 32) in the year amounted to £1,925,700 - average seven staff (2020 - £869,029 - seven staff). The total remuneration also includes payments and amounts due in respect of settlement agreements for key management personnel whose employment was terminated during the year who are not included on the employee list as well as bonuses paid to current key management personnel in the year in respect of performance in previous years.

### 4. TAXATION

	2021	2020
	£	£
Deficit for the year after taxation	794,881	124,922
Total tax expense	230,000	53,000
Deficit for the year before taxation	564,881	71,922
Tax at 19.00%	(107,328)	13,665
Expenses not deductible for taxation purposes	100,216	17,701
Increase in tax rate on deferred tax balances	181,159	18,500
Fixed asset permanent differences	117,807	3,134
Non taxable income	(34,841)	-
Adjustments in respect of prior periods	(27,013)	-
Total tax expense	230,000	53,000

The Club has utilised corporation tax losses brought forward in the year and therefore the tax charge represents movements in deferred tax only.

The UK budget on 3 March 2021 announced the intention to increase the tax rate from the current rate of 19% to 25%, with effect from April 2023. As the deferred tax liability in respect of Accelerated Capital Allowances (Note 15) is expected to unwind after this date, the liability has been remeasured to be provided at 25%. Additional deferred tax asset has not been recognised due to uncertainty of when this will be utilised, there is therefore an unrecognised deferred tax asset of £92k.

## 5. EXCEPTIONAL ITEMS

The Club has viewed exceptional items as being anything linked to an event one off in nature and material in value. This allows the Club to present a fairer and clearer picture of the underlying trading during the year. A settlement agreement was reached during the year with Azeem Rafiq in respect of the racism allegation brought against the Club. The exceptional items expenditure includes this settlement and associated legal costs. Also included are the settlement costs and legal fees of other employees who have left the business and a provision in respect of those who have brought legal claims against the Club. The Club has committed to a number of actions to have the suspension of hosting international cricket lifted and any costs in relation to these actions incurred upto 31 December 2021 have also been treated as exceptional items.

## 6. FIXED ASSETS

	Cricket Centre		Emerald Headingley Cricket Ground			Office Equipment	Total
	Freehold Land and Buildings	Plant and Equipment	Freehold Land and Buildings	Plant and Equipment	Improvements to Leasehold Property		
	£	£	£	£	£	£	£
<b>Cost:</b>							
At 1 January 2021	608,624	798,891	27,586,665	6,823,880	4,453,421	370,397	40,641,878
Additions	-	-	-	30,600	-	8,183	38,783
At 31 December 2021	608,624	798,891	27,586,665	6,854,480	4,453,421	378,580	40,680,661
<b>Depreciation:</b>							
At 1 January 2021	245,218	782,219	4,308,940	5,403,988	452,264	352,723	11,545,352
Charged in the year	16,414	3,335	306,529	241,289	42,523	11,054	621,144
At 31 December 2021	261,632	785,554	4,615,469	5,645,277	494,787	363,777	12,166,496
<b>Net Book Value:</b>							
At 31 December 2021	346,992	13,337	22,971,196	1,209,203	3,958,634	14,803	28,514,165
At 31 December 2020	363,406	16,672	23,277,725	1,419,892	4,001,157	17,675	29,096,527

## 7. DEBTORS

	2021	2020
	£	£
Trade debtors	143,004	514,699
Deferred tax asset (see note 11)	347,000	347,000
Other debtors	336,757	358,234
	826,761	1,219,933

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

	2021	2020
	£	£
Leeds Beckett University Loan (see note 9)	94,477	141,716
HSBC Overdraft (see note 9)	975,039	-
HSBC Bank (see note 9)	-	2,569,014
Trade creditors	1,270,406	333,786
CJ Graves Accumulation and Maintenance Trust Loan (see note 9)	1,000,000	-
J Graves Accumulation and Maintenance Trust Loan (see note 9)	1,000,000	-
CJ Graves 1999 Settlement Trust Loan (see note 9)	1,000,000	-
Social security and other taxes	333,029	1,262,188
Other creditors	-	1,481,886
Accruals	517,395	669,358
Deferred income	3,612,001	4,925,631
	<b>9,802,347</b>	<b>11,383,579</b>

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

	2021	2020
	£	£
Leeds Beckett University Loan (see below)	708,579	803,056
CJ Graves Accumulation and Maintenance Trust Loan (see below)	3,703,500	4,703,500
J Graves Accumulation and Maintenance Trust Loan (see below)	3,703,500	4,703,500
CJ Graves 1999 Settlement Trust Loan (see below)	4,500,000	5,500,000
Debentures	311,775	311,775
Deferred income	823,333	800,000
	<b>13,750,687</b>	<b>16,821,831</b>
<b>Loans and borrowings maturity analysis:</b>		
In one year or less or on demand	4,069,516	2,710,730
In more than one year but not more than two years	594,477	15,001,478
In more than two years but not more than five years	12,002,206	595,210
In more than five years	330,671	425,142
	<b>16,996,870</b>	<b>18,732,560</b>

### Loan descriptions

CJ Graves Accumulation and Maintenance and J Graves Accumulation and Maintenance Trusts' loans were not due any capital repayments in 2021 and currently bare an interest rate of 4.875% plus any rise in Bank of England base rate above 0.75%. Capital repayments are to be paid in 2022 and 2023 with the outstanding balance repaid by 31st October 2024. The two Trusts have been granted by the Club joint First Legal Charge over the property known as Headingley Cricket Ground, St Michaels Lane, Leeds and joint Second Legal Charge over the Cricket Centre known as 41/43 St Michaels Lane, Headingley, Leeds.

A further £5.5m of debt has also been incurred from the CJ Graves 1999 Settlement Trust. This loan bares an interest rate of 4.875% plus any rise in Bank of England base rate above 0.75%. Capital repayment of this loan are due to begin in 2022 with further payments in 2023 before the outstanding balance is repaid on 31st October 2024. The Club has granted Second Legal Charge over the property known as Headingley Cricket Ground, St Michaels Lane, Leeds and Third Legal Charge over the property known as the Cricket Centre, known as 41/43 St Michaels Lane, Leeds.

The balance payment due to HSBC on 31 December 2021 was made but required an extension to the Club's overdraft to facilitate this from £0.35m to £1.919m. The overdraft with HSBC carries an interest rate charge of 3.75% plus the Bank of England base rate. The Club has also given a First Legal Charge to HSBC Bank plc over the Cricket Centre known as 41/43 St Michaels Lane, Headingley, Leeds and a Third Legal Charge over the property known as Headingley Cricket Ground, St Michaels Lane, Leeds. HSBC Bank plc also has a fixed and floating charge over all of the assets of the Club, subject to the other Legal Charges.

During 2020, the Club took full ownership of the Carnegie Pavilion. The outstanding balance in respect of the fit out costs on construction, originally £1.5m in 2009, was due to be recovered by Leeds Beckett University over the remaining lease. Upon the leases falling away, the remaining balance being modified to a loan, which is repayable in quarterly installments with the final repayment being 30th June 2030. The loan has a rate of interest of the 3 month LIBOR rate plus 1.35% and is unsecured.

## 10. DEFERRED INCOME: CAPITAL GRANTS

	2021	2020
	£	£
At 1 January	4,721,509	4,894,634
Received in year	-	39,584
Released to Income and Expenditure Account	(183,375)	(212,709)
At 31 December	4,538,134	4,721,509

## 11. DEFERRED TAX ASSET

	2021	2020
	£	£
At 1 January	(178,000)	(125,000)
Charge to Income and Expenditure Account for the year (see note 4)	(230,000)	(53,000)
At 31 December	(408,000)	(178,000)
Included within debtors (see note 7)	347,000	347,000
Included within provisions for liabilities (see note 15)	(755,000)	(525,000)
	(408,000)	(178,000)

The elements of recognised deferred tax are as follows:

Difference between accumulated depreciation and capital allowances	(755,000)	(525,000)
Tax losses	347,000	347,000
	(408,000)	(178,000)

## 12. SHARE CAPITAL

	2021	2020
	£	£
Allotted, called up and fully paid Ordinary shares of 5p each	170	147

During the year there was an increase in qualifying members of 462. The total number of qualifying members as at 31 December 2021 was 3,408 (2020: 2,946). Each member of the Club owns one Ordinary share, and the rights attached thereto are contained within the Club's rules which can be found on the Club's website, or from the Secretary on request.

## 13. INVESTMENTS

	2021	2020
	£	£
Cost: At 1 January and 31 December	50	50

The Club holds 50% of the ordinary share capital of Headingley North-South Stand Limited (HNSS), company number 10747361 of Emerald Headingley Stadium St. Michael's Lane, Headingley, Leeds, LS6 3BR. This company was incorporated to facilitate the re-development of the North South Stand.

## 14. LEASING COMMITMENTS

Non-cancellable operating lease rentals are payable as follows:

	2021 Minimum Lease Payment	2020 Minimum Lease Payment
	£	£
In one year or less	483,655	473,996
Between two and five years	184,000	243
Over five years	230,000	-
	897,655	474,239

Operating lease payments amounting to £630,058 (2020 - £623,128) were recognised as an expense in the Income and Expenditure. During the year the Club renewed the lease on Headingley House and this is driving the increase in commitments compared to 2020.

The Club has no finances leases.

## 15. PROVISION FOR LIABILITIES

	2021	2020
	£	£
Deferred tax (see note 11)	755,000	525,000
Legal Claims	535,460	-
	1,290,460	525,000

## 16. RELATED PARTY TRANSACTIONS

By way of the Articles of Association of The Yorkshire Cricket Foundation (YCF), the Club has the power to appoint two trustees to the board of the YCF. During the year Hanif Malik was a Board Member and Trustee of the YCF. During 2021, the YCF awarded non capital grants of £28,164 (2020 - £8,721) to the Club. The balance owed to the Club at 31 December 2021 was £25,202 (2020 - £nil). The Club received invoices from the YCF of £11,590 (2020 £1,323) and the balance owed by the Club at 31 December 2021 was £11,590 (2019 - £nil).

Mark Arthur was also Board Member and Director of the Yorkshire Cricket Board (YCB). During 2021, the Club invoiced sales to the YCB of £181,214 (2020 - £53,666). All invoices have been either settled in cash or form part of the trade debtors balance at the year end. The balance owed at 31 December 2021 was £nil (2020 - £9,500). The Club has also received a credit note from the YCB of £6,441 (2020 - invoice £6,441) and this credit was settled during the year (2020 - £6,441 owed to YCB).

The Club is a founding member of Park Avenue Bradford Limited (PABL) along with the YCF and YCB, a private company limited by guarantee, with an investment of £nil. Mark Arthur acted as a Board Member and director of both the Club and PABL while Paul Hudson and Andrew Dawson acted as Board Members of PABL and employees of the Club. During 2021, no sales transactions took place with PABL (2020 £1,093). The balance owed to the Club at 31 December 2020 was £nil (2020 - £nil).

The Club invested £50 by way of paid up share capital in Headingley North-South Limited (HNSS) (see note 13). Mark Arthur, Paul Hudson and Andrew Dawson all acted as directors of this company alongside their roles with the Club. Invoices totalling of £4,800 (2020 - £4,800) were received by the Club from HNSS in 2021 and were all settled in cash during the year leaving no balance owing at 31 December 2021 (2020 - £nil).

Headingley North-South Stand (Cricket) Limited (HNSS Cricket) is a wholly owned subsidiary of HNSS. During the year the Club received invoices totalling costs of £1,049,317 (2020 - £874,642) from HNSS Cricket. The balance owed to HNSS Cricket at 31 December 2021 was £161,476 (2020 - £nil).

Roger Hutton is a Director of Clarion Solicitors Limited and served as a Non Executive Director during the year. On normal commercial terms, the Club made invoiced sales to Clarion of £7,911 (2020 - £28,788) and at 31 December 2021 a balance of £5,644 (2020 - £1,559) was owing to the Club and this forms part of the trade debtors balance. The Club also received invoices from Clarion totaling £32,176 (2020 - £31,089) on normal commercial terms, and no balance was owed at 31 December 2021 (2020 - £nil).

## 17. PENSIONS

The Club operates defined contribution pension schemes for the benefit of certain employees. The employee and employer contributions during the year were £434,808 (2020 - £397,864). The assets of these schemes are administered in funds independent from those of the Club and of this £35,293 was unpaid at the end of the year (2020 - £3,590).

## 18. AUDIT FEE AND OTHER OPERATING INCOME

In the year the Club paid its auditor £21,905 (2020 - £19,000) in respect of the audit of these Financial Statements. The Club also received income grants during the year totaling £654,527 (2020 - £918,741) in respect of the Governments Coronavirus Job Retention Scheme.

## 19. CONTINGENT LIABILITY

The Club recognises there currently exists an unquantifiable liability as a result of commercial contract dispute with a former supplier following termination of a supply agreement during the year. As it has not been possible to reliably estimate the amount or the timing of the outflow for this should a settlement be reached, a provision has not yet been recognised.

# INDEPENDENT AUDITOR'S REPORT

## OPINION

We have audited the financial statements of The Yorkshire County Cricket Club (the 'club') for the year ended 31 December 2021 which comprise statement of Income and Expenditure account, the Balance Sheet, Cash Flow Statement, Statement of Changes in Equity and notes to the financial statements, including 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).

In our opinion the financial statements:

- give a true and fair view of the state of the club's affairs as at 31 December 2021 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014.

## BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's 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.

## MATERIAL UNCERTAINTY RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the board members' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

As disclosed in Note 2 of the Notes to the Financial Statements, the directors have identified a material uncertainty which 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. Such uncertainty relates to the expected future cash flows of the club including the need to refinance its debt profile and secure additional funding. Our opinion is not modified in respect of this matter.

Our responsibilities and the responsibilities of the board members with respect to going concern are described in the relevant sections of this report.

## OTHER INFORMATION

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon.

The board members are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 club and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the board members' report.

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:

- whether the club has kept proper books of account, and maintained a satisfactory system of control over its transactions, in accordance with section 75; or
- whether the financial statements are in agreement with the club's books of account; or
- we have not received all the information and explanations we require for our audit.

## RESPONSIBILITIES OF THE BOARD

As explained more fully in the board members responsibilities statement, the board members are 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 board members determine 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 board members are 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 board members either intend to liquidate the club 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.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditors>

responsibilities. This description forms part of our auditor's report.

## EXTENT TO WHICH THE AUDIT WAS CAPABLE OF IDENTIFYING IRREGULARITIES, INCLUDING FRAUD

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, through discussion with the board members and other management, and from inspection of the club's regulatory and legal correspondence. We discussed with the board members and other management the policies and procedures regarding compliance with laws and regulations. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance during the audit.

The club is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related Co-operative and Community Benefit Societies legislation), distributable profits legislation, pensions legislation, taxation legislation and further laws and regulations that could indirectly affect the financial statements, comprising environmental and employment legislation and, in the current climate, Covid regulations. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the board members and other management and inspection of regulatory and legal correspondence, if any. These procedures identified actual non-compliance with certain elements of employment legislation and the Human Rights Act 1998. We have nothing further to report on this matter.

To identify risks of material misstatement due to fraud we considered the opportunities, incentives and pressures that may exist within the club to commit fraud. Our risk assessment procedures included: enquiry of board members and key management to understand the high-level policies and procedures in place to prevent and detect fraud, reading board minutes and considering performance targets and incentive schemes in place for management. We communicated identified fraud risks throughout our team and remained alert to any indications of fraud during the audit.

As a result of these procedures, we identified the greatest potential for fraud in the following areas:

- revenue recognition and in particular the risk that revenue is recorded in the wrong period due to complexities surrounding deferred and accrued income; and
- subjective accounting estimates

The fraud risks arise due to a desire to present differing results and enable management to benefit from enhanced incentives or mislead stakeholders of the club.

As required by auditing standards we also identified and addressed the risk of management override of controls.

We performed the following procedures to address the risks of fraud identified:

- identifying and testing high risk journal entries through vouching the entries to supporting documentation
- assessing significant accounting estimates for bias

- performing sampling procedures for deferred and accrued income balances
- income cut off testing

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

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

## USE OF OUR REPORT

This report is made solely to the club's members, as a body, in accordance with 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 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 club and the club's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Chris Butt (Senior Statutory Auditor)  
for and on behalf of Azets Audit Services Limited  
Chartered Accountants  
33 Park Place  
Leeds  
LS1 2RY  
3rd May 2022

# GENERAL MEETINGS

## AGM MINUTES

The Annual General Meeting of The Yorkshire County Cricket Club held via Zoom, under temporary provision introduced by the Government on Saturday 20 March 2021 at 10am.

### PRESENT:

Roger Hutton (Chair)

Mark Arthur

Martyn Moxon

Paul Hudson (Club Secretary)

James Carr

### Welcome

The Chair welcomed members and reported that sadly 21 members had passed away in the previous year. One minute's silence was observed.

#### 1. To receive apologies for absence as follows:

There are no apologies for absence.

#### 2. Minutes of the AGM held on Saturday 21 March 2020

The minutes were approved as a correct record.

#### 3. To receive a report from the Chair

2020 will not be a year remembered for action on the pitch. The pandemic has caused chaos in society and in cricket. The first objective of the Board was to make sure that the Club maintained financial stability. The Chair expressed a massive thank you to the Club's members, sponsors, the ECB and the employees of Yorkshire County Cricket Club.

The Chair stated that 2020 would be remembered for the number of games played more so that what happened in them. The Chair thanked the operations team at the Club and the coaching staff and players for playing under strange conditions.

The Chair commended a fantastic red-ball season but stated the Club had had a mixed white-ball season.

The Chair stated that the Club had been challenged by Azeem Rafiq as to whether it was institutionally racist. The Chair stated that there is no place for racism in life, let alone in sport. He stated that the Club had commissioned an independent investigation which has gone on longer than first thought, but the Club are not in control of how long it takes. The Chair stated that the best information he had received suggested the report would be available by the end of April/early May.

The Chair stated that he was confident there would be cricket played in 2021, crowds would return and that the Club had one of the best squads they've had for a long time.

The Chair then answered some questions that had been sent in by

members before the meeting:

A question was asked as to when the report into allegations of institutional racism would be released. The Chair stated that the Club takes the allegations are being taken very seriously. He said that no Club is perfect and it is certain that there will be challenges coming out of the report. The Chair stated that the Club would endeavour to listen to them and move forward in a positive way. He stated that it is likely the report would be made available towards the end of April or early May.

#### 4. To receive and approve the Accounts, together with the Independent Auditor's Report thereon, for the year ended 31 December 2020.

Paul Hudson, the Club's Finance Director and Secretary, presented his report and the Club's financial statements for the year ended 31 December 2020.

The Club started the year with no Test Match and the plan to break even and not make any significant debt repayments. In March the pandemic hit and the Club were looking at potential losses of up to £2million. Thanks to support from members, sponsors, the ECB and staff, an outcome similar to the original plan was achieved, albeit in a completely different way.

The Club completed a transaction with Leeds Beckett University whereby the unfettered ownership of the Carnegie Pavilion reverted to the Cricket Club.

The Club has had nearly £4million of cash on the balance sheet at the year-end. This is a result of the successful early sale of 2021 international tickets, coupled with two cash flow support mechanisms that the ECB put in place for county clubs. This will reverse out during the year and leaves us at this point in time in a similar position of uncertainty. It is hoped that the Club will continue to put in place to retain the financial stability of the Club whilst continuing to meet our commitments to our lenders. It is planned that the Club repays £1million in 2021.

Paul Hudson thanked all parties that have supported the Club and continue to do so.

There were 681 votes in favour of adopting the Report and Accounts for the year ended 31 December 2020 and 5 against, a majority of 99.3%. The Report and Accounts for the year ended 31 December 2020 were adopted.

#### 5. To receive a report from the Chief Executive.

Chief Executive Mark Arthur stated that 2020 was an incredibly difficult year for the Club.

Looking ahead the year is expected to be just as much of a challenge. The Club had started well with almost complete sell-outs of the Pakistan T20 and the India Test. That money, which makes up a considerable amount the Club's turnover, is now banked as the two events are backed by either insurance or the ECB.

At risk is the hospitality element. If spectators are not allowed in the ground, then refunds will have to be given to hospitality buyers.

In domestic cricket, it will be far more expensive to stage games with or without crowds due to Covid-19 protocols. The key match from an income perspective is the Lancashire T20. Arthur stated any limited capacity matches will have a negative impact on the Club's bottom line.

The Club is expecting to have just three home County Championship matches behind closed doors. If that is the case the Club is looking to freeze membership prices from 2020. In 2022, prices will go up by up to 10% as it will be a pre-Ashes year when people often join just to have priority access to tickets.

There will be an enhanced streaming service in 2021.

The Club is truly grateful for the support of it's members.

Arthur believes the Club have the strongest squad of players that have been assembled during his nine seasons at the Club. He wishes Steve Patterson and his Yorkshire players well for the season, as well as Lauren Winfield-Hill and her Northern Diamonds side.

A question had been sent in regarding the plans for crowd attendances with social distancing in place and how will supporters be chosen for reduced capacity games. Arthur stated that there are plans in place for all eventualities. The communications department will be communicating with members on a regular basis and members would have first priority to book seats for matches until restrictions are lifted.

## **6. To receive a report from the Director of Men's Cricket and to discuss cricket matters.**

Martyn Moxon stated that the players have been able to train throughout the winter. The sessions have been Covid compliant.

The Club haven't yet been able to practice outside due to the weather. A number of practice matches were scheduled against Middlesex, Derbyshire, Durham, Leeds Bradford University and Durham University before the season.

The Club now have a squad that is capable of competing in all formats.

The cricket played in 2020 gives a lot of optimism for 2021. Finishing top of the Bob Willis Trophy group was great and without the weather impacting on two games the side may have progressed to the final.

A number of young players came into the side and showed huge potential for the future.

The Club made a good start to the T20 Blast and were in a good position going into the second half of the competition. However, losing four players to Covid protocols was a massive blow and the Club failed to qualify.

Moxon welcomed Dom Bess to the Club following him signing in the winter, as well as Lockie Ferguson for the T20 Blast.

The players and coaching staff missed the supporters in 2020 and they hope to give members some great entertainment in 2021 to make up for lost time.

## **7. To receive a report from the Director of Women's Cricket and to discuss cricket matters.**

James Carr stated that the creation of the Northern Diamonds was a watershed moment for women's cricket.

Covid prevented much of the original plans from taking place, but fortunately the team were able to play in a competition at First-Class ground, culminating in reaching the final of the Rachael Heyhoe Flint Trophy.

This was only possible because of the funding from ECB, the vision of the Yorkshire County Cricket Club and some really strong partnerships across the county network.

The Diamonds have a squad of 15 players, five of which are full-time contracted players. They also have three international players when they are available – Katherine Brunt, Natalie Sciver and Lauren Winfield-Hill.

The Diamonds fell short in the final against Southern Vipers but were delighted to reach that stage.

They are looking forward to a full season in 2021 playing in both T20 and 50-over competitions.

Carr thanked everyone involved from the three counties, was appreciative of the sharing amongst staff and stated the aspirations to be a northern powerhouse for cricket.

## **8. To re-elect as President, Mr Geoff Cope.**

There were 699 votes in favour of Mr Geoff Cope being elected as President and four against giving a total of 99.4% in favour of the resolution. The Chair declared Mr Cope duly elected.

## **9. To announce the result of the elections to the Board for the following nominees:**

A) Mr Trevor Strain

There were 655 votes in favour of Mr Strain's election to the Board and 15 against, giving a total of 97.8% in favour of the resolution.

B) Mr Hanif Malik

There were 661 votes in favour of Mr Malik's election to the Board and 15 against, giving a total of 97.8% in favour of the resolution.

C) Mr Martyn Moxon

There were 661 votes in favour of Mr Moxon's election to the Board and 31 against, giving a total of 95.7% in favour of the resolution.

## **10. To consider a special resolution to amend the rules of the Club, in accordance with the documents circulated with the notice of the meeting.**

Proposed rule change one - Rule 8.8.2 be amended to say: On a member ceasing to be a member for any reason (including death) he/she shall, if otherwise entitled, cease to be entitled on a dissolution of the Club to any share or interest in any of the property or assets of the Club (otherwise than in respect of loan capital (if any) which shall be repaid in accordance with the terms of its issue) but without prejudice to any liabilities of the member existing at the date he/she ceases to be a member and subject to Section 37 of the Act.

There were 642 votes in favour of the special resolution to amend the rules and 10 against, giving a total of 98.5% in favour of the resolution.

Proposed rule change two - Rule 19.16 be added as a new rule: In addition to the above rules, the Board may appoint up to two additional Board members, that it may consider necessary in order to increase the skills and capabilities of the existing Board elected by members, so long as the total number of Board members is not greater than the total set out in rule 18.1. The requirement of rule 19.4 to be a voting member for 24 months prior to nomination, do not apply to these appointments.

There were 627 votes in favour of the special resolution to amend the rules and 24 against, giving a total of 96.3% in favour of the resolution.

**11. To announce the result of the election to the Members' Committee.**

The re-election of Mr Howard Ray to the Members' Committee:

There were 639 votes in favour of Mr Ray's election to the Board and 26 against, giving a total of 96.1% in favour of the resolution.

**12. To appoint Garbutt and Elliot Audit Limited as auditor of the Club until the conclusion of the next Annual General Meeting of the Club at which the accounts of the year ending 31st December 2021 are laid.**

There were 671 votes in favour and 10 against, giving a total of 98.5% in favour of the resolution.

**13. Any other business.**

There was no other business.

The Chair thanked members for their support and hoped they joined him in being optimistic for the next 12 month. The meeting was declared closed.

## EGM MINUTES

The EGM of The Yorkshire County Cricket Club was held in the Long Room, Headingley Cricket Ground on Thursday 31st March 2022 at 6pm.

**1. Present**

Neil Hartley (Chair)

Paul Hudson (Club Secretary)

Trevor Strain – joined the meeting late

Lord Patel of Bradford OBE

180 Members

**2. Welcome**

The Chair opened the meeting and thanked those present for their attendance. It was explained that following the notice of requisition a minimum of 400 members were needed to call the EGM. Over 1,000 responded to request the meeting. The Chair thanked Paul Hudson (PH) for coordinating.

The Chair stated that he had been a director of the Club since the AGM on 23rd March 2018 so was qualified to chair the meeting. He also stated the Club's other current director, Trevor Strain, would join the meeting upon return from a prior engagement.

The Chair stated that Chris Butt, (Head of Audit for Azets Audit Services Limited) and the Club's auditor is attending as a scrutineer for the voting process for tonight. No objections to this were raised in the room.

In attendance at the meeting were representatives of the Club's solicitors, Howard Kennedy LLP, Mark Stephens (MS) and Jonathan Polin (JP) to help with any procedural matters. Martin Darlow, Vice Chair of the ECB, had been invited to the meeting but also joined late due to travel delays.

It was confirmed more than 20 members of the Club were in attendance, so it was a quorate meeting and able to proceed.

**3. Notice of Meeting**

Following the notice of requisition, notice of the EGM was posted on the Club's website on 8th March to take place on 14th March 2022.

The Chair explained that owing to technical issues within the Club's historic membership database, it was not possible to be certain that notice of the EGM had been sent to all Members, in particular, some of new Members (those not entitled to vote because of time scale) and some of Honorary Life Members and Vice Presidents (who are entitled to vote) might not have initially received notice of the EGM. Therefore, cancelled that EGM and rearranged it for today. The Club has subsequently taken every care possible that the database is up to date and apologise for any apparent discourtesy, which was completely unintentional.

The Chair asked, in the interest of time, for a show of hands to take the Notice as read. A majority of hands were raised.

Consent of the meeting was noted.

The Chair stated this was a point in time to secure the Club's future and several sponsors are poised to return along with several new sponsors, but only if the Club can progress at through the meeting.

There had been several questions received in advance by the Club which fell into three categories:

- Questions on the three proposed resolutions which will be dealt with before a formal vote on each resolution.
- Questions related to matters at the AGM which the Club will endeavour to deal with before the AGM.
- General questions which the Club will look to answer by way of a Q&A at a future time.

As the meeting had been requisitioned by the members, only matters which were in relation to the three resolutions set out in the EGM requisition notice could be dealt with.

Robin Smith (RS) asked why there were no press allowed inside the meeting and if a show of hands should be held on their admission to the room? The Chair referred the question to JP who stated a belief that it was a closed meeting and an expectation members could speak freely so it would be inappropriate for the press to be present. JP also stated it was not for RS to dictate how the meeting was run. This was a matter for the Chair as long as it was within Club rules.

**4. Questions from Members**

The Chair invited JP to answer questions which had been put to the Club in advance.

It was explained the resolutions are proposed by special resolution. Per Club rule 15.2.2 a majority of not less than two thirds or 66% is required to pass the resolution.

The Club sought to provide as much information in writing prior to this meeting to give all members the ability to send in questions in advance and to vote without attending in person tonight. The Club decided not to live stream this meeting tonight but will confirm in the future if it chooses to do so subject to costs.

A question was received regarding whether the board as defined could be deemed to be the Club's secretary acting on his own. The defined term contained in the club rules states that it is the board of management or other directing body of the club. As the board is inquorate currently and the rules envisage the club's secretary has the power to convene the requisitioned members' meeting, he is acting in place of the board and therefore he has the discretion to convene the meeting by notice on the website as rule 13.5.

The Chair proposed to announce the proxy position on each resolution after the discussion on each and before the poll vote. It was stated that Chris Butt has verified the accuracy of the proxy vote following the closure deadline for electronic and postal voting.

The poll process was explained as follows: when the vote is called each Member, who is eligible to vote and is present in person or by proxy has one vote. Members are asked to place a cross in the

relevant box in favour or against the relevant resolution and for the completed poll paper to be placed in the collection boxes which will be strategically placed in the room. The votes will be counted by a team of counters from the Club and added to the proxy vote and the result independently verified by Chris Butt prior to announcing the result.

## 5. Special Resolution 1

This related to the insertion of new Club Rule 19.16 to confirm the appointment of Lord Patel of Bradford OBE and Paul Hudson to the Board as Chair and Acting Chief Executive Officer respectively. Appointments take effect up on registration of the rule with the Financial Conduct Authority (FCA) which would take place as soon as practicable following the meeting.

Anthony Sugare asked questions about the lack of press in attendance, why the Club's solicitors were present, who was running the Club and the decision to sack several employees. The Chair requested that questions relate to the matters in hand, but the Club had taken legal advice in relation to the departed staff and that members would have the chance to show their support, or not, for the resolutions.

Chris Weever (CW) asked why members had been kept in the dark from 5th November 2021 to 31st March 2022, believe the Club was being run by outside parties and the members had no choice but to accept the resolutions proposed. The Chair stated that the Club had released to members as much information as it could and without the return of International Cricket the Club was no longer financially viable.

Stephen Wilkinson (SW) asks who invited Lord Patel of Bradford OBE (LP) to be Chair of the Club, YCCC or the ECB, and who agreed his salary as Executive-Chair? JP stated proper process was followed when the Board was quorate on 5th November 2021 to appoint LP as a director and executive chair. JP also stated there was no legal requirement to disclose LP's salary and the Club's obligation in its annual report and accounts is to disclose the total remuneration of key management personnel.

The size of the task facing LP was explained and that at the Club's AGM, if appointed, he would become non-executive Chair.

It was confirmed LP became a Club member on 13th January 2022.

JP confirmed LP's salary was agreed at the Board meeting on 5th November 2021.

Nigel Jones (NJ) praised the work done by LP and PH to get the Club to this point whilst stating a displeasure with the ECB, DCMS and its Chair Julian Knight. The Chair also thanked Trevor Strain for his work.

The proxy votes were announced as:

For – 881

Against – 125

Abstentions – 22

Martin Darlow was welcomed to the meeting.

## 6. Special Resolution 2

Resolution number 2 set out in the Notice as a special resolution relates to the proposed ratification by the Club of all actions taken by the Chair, Lord Patel of Bradford OBE, Paul Hudson and Trevor Strain on behalf of the Club since 5 November 2021, and the proposed release and waiver of any liability to the Club.

JP confirmed the Club's QC had confirmed that all decisions taken should be treated under one resolution rather than a resolution for each decision. All actions were taken properly and in the best interest of the Club. As a matter of law, members are not given the right to substitute their own preferred view.

MS stated several incorrect views had been aired in respect of the

Azeem Rafiq (AR) settlement. Legal advice was followed by the Club and a commercial and proper decision was taken. MS conducted negotiations with AR's barrister directly, not LP. MS viewed the case dispassionately and viewed it one which required settlement, and this was in the best interest of the Club and consequently members.

James Greenfield thanked the Chair for the way in which he was handling the meeting in difficult circumstances but that the stigma of racism had cast a dark stain over the Club's 159-year history. 16 people have been dismissed and members are being asked to approve the pay outs as a consequence.

Paul Hudson (PH) attempted to explain the sacked whilst also being bound by legal constraints. Legal advice was taken at every stage. An agreement was reached with AR with the Board determined to move forward. The Club was made aware that the Equality and Human Rights Commission believed an unlawful act of discrimination had occurred at the Club. Detailed legal advice which the Club followed was certain individuals who disagreed with the way the Club was trying to move forward needed to be dismissed. This also allowed the Club to move forward with the ECB, EHRC and DCMS, however the decision on the course of action was still a difficult one to take.

RS acknowledged this was a more complex issue than he had previously considered and had not thought of the EHRC's involvement. He asked if the process of dismissal could have been handled in a more compassionate manner.

MS stated that not all the 16 were Club employees. In fact, only 9 were and the employed by the Club, 1 was a freelance contractor and 6 were freelance sub-contractors employed by Pavilion Physiotherapy. Nobody at the Club has suggested any of the dismissed individuals were racist. It was stated to members that some of the sub-contractors employed by Pavilion Physiotherapy have since been employed by the Club. Not every person dismissed has brought a legal claim against the Club.

Paul Dyson (PD) stated he felt members had not been communicated with and too often had to get their information from different sections of the media. The Chair acknowledged his frustration.

Bryan Stott (BS) asked about the potential cost of the claims brought against the Club and does the Club have the money to pay? The Chair stated discussions are ongoing and cannot say anything more.

John Mann (JM) stated it was dangerous to always believe everything written in the media and people should trust the legal advice the Club has taken and that members should be backing the Club to move forward.

SW noted the Club had settled with Paul Grayson and Martyn Moxon so was the advice to sack people and take the hit on settlements? MS stated the advice is legally privileged, but the Club has made commercial settlements available to all who have left.

The Chair went on to announce the result of the vote on special resolution 1:

For – 932 including proxy and in the room votes

Against – 155

Abstain – 22

Total number of votes – 1,109

Special resolution was supported and passed by the membership with 84% in favour.

The Chair gave the proxy vote for special resolution 2

For – 848

Against – 151

Abstain – 28

## 7. Special Resolution 3

In the Notice of EGM special resolution 3 relates to some further amendments to the Rules of the Club.

A few questions in relation to the resolution had been asked in advance but these were answered as follows. The new board is to have the following composition of twelve directors:

2 x EX-Officio Directors – CEO and Managing Director of Cricket

2 x from Club's membership

8 x nominated by the Club's Nominations Committee

This complies with County Governance Framework as well as tier three of the Sport England UK Code for Sports Governance. The number 12 was chosen to support and assist the develop of the club and to drive it forward for the future and will introduce a diverse and credible range of outside prospective to key decisions in line with the club's core modernisation objectives.

Secondly, it will help to introduce a diversity of skills onto the Board allowing the club to draw on expertise from outside the membership. Thirdly, the enhanced oversight will strengthen the accountability and quality of the club's decision making. Fourthly, The Non-Executives will perform a supervisory function and their introduction will not compromise the day to day running and management of the club.

The requirement to consider applications from underrepresented groups was imposed by Sport England four years ago and applies to all first-class counties from 1st April 2022.

It was asked why the Finance Director was not part of the Board, but it was explained that PH was formally finance director and Chris Thomson who is Acting Finance Director and formally Group Financial Controller will report on financial matters to the Board. Also, TS has significant financial acumen.

Clarification was sought on the members nomination process. It was confirmed that full details of the application process will be communicated to members in due course. Members have and will continue to have the right to appoint directors, but members now have the right to remove directors which they previously did not have.

A question was asked regarding the proposed payment to independent non-exec directors of £500 per day but this contradicts rules 21.6. It was stated that the intention as the AGM was to change this rule and that the payment will help attract the best talent.

LP answered a question about how the Club intends to be more inclusive. He stated everything the Club does is about engaging with communities across Yorkshire in partnership with local and international partners. The ECB have set criteria for inspiring generations, being welcoming, inclusive and engaging.

Richard Batho (RB) stated from his own personal experience at other professional clubs was the problem with support representation on Boards is that things are discussed which they then cannot discuss with the people they represent and how would the Club deal with that issue? JP stated as a director you have obligations which mean not all information can be disclosed. By having independent board members there is a greater level of scrutiny empowering people to make decisions in the best interests of the Club.

Jean Robinson (JR) passed comment on hoping for female representation on the board. The Chair stated that the aim was to have a minimum 30% female representation.

The Chair welcomed Trevor Strain to the meeting.

The Chair announced the result of the vote on special resolution 2

For – 897 proxy vote and in the room

Against – 182

Abstain – 28

Total Vote – 1,107

Therefore, special resolution 2 has been support and passed by the membership with 81% in favour.

The Chair announced the proxy vote for special resolution 3

For - 873

Against - 135

Abstentions - 19

Martin Darlow (MD), ECB Vice Chair, spoke while the vote was counted. He stated the ECB played no part in the departure of the 16 staff or the appointment of LP. Part of the ECBs review of counties is to ensure they comply with Sport England's governance. Every County must have 30% of one gender, must be representative of the community and must have the skills to fulfil their obligations on the Board. If all the resolutions are passed Yorkshire CCC will be the best county in governance.

MD stressed that the ECB were not running Yorkshire. That Yorkshire were running Yorkshire. He stated he was the nominated help to Yorkshire CCC, and it is the role of the ECB to help all forty-one stakeholders.

MD confirmed that the Cricket Disciplinary Commission is independent of the ECB and any sanctions they impose are independent of the ECB and he could not offer any timescales on the passing of possible sanctions.

The Chair announced the result of the vote on special resolution 3

For – 927 proxy vote and in the room

Against – 159

Abstain – 19

Total Vote – 1,105

Therefore, special resolution 3 has been support and passed by the membership with 84% in favour.

The Chair closed the meeting at 19:37.

## MEMBERS' COMMITTEE REPORT

The following served on the Members' Committee during the year.

Chairman: Mr G Greenfield

Elected Members: Mrs C Evers  
Mr H Ray  
Mrs P Beesley

Appointed Members: Mr G Greenfield  
Mr C Woodthorpe  
Mr R Levin

In Attendance: Mr M Arthur, Chief Executive  
Mr A Dawson, Commercial Director  
Mr P Hudson, Finance Director  
Mr T Whitford, Head of Marcomms and Customer Experience  
Lord Patel of Bradford OBE

2021 has proved to be a difficult year for the Members Committee and The Yorkshire County Cricket Club as a whole.

However, the committee has continued to meet regularly, holding 6 meetings in 2021. Four were full committee meetings, including representatives of the main YCCC board.

Each meeting is appropriately recorded with the detailed minutes subsequently being submitted to the main Board.

There continues to be a strong relationship between the members of the committee and the board members who attend the meetings. Indeed, our meeting with members of the current board in November 2021 was instrumental in the decision to hold the Members Forum in January 2022.

All members of the committee have each been interviewed by the organisation currently undertaking the governance review. Members have also taken part in some of the Focus Groups that have been held. We look forward to continuing to work closely with the new board in the future, to ensure members' views continue to be heard.

The members committee have continued to challenge the Club on the team performance in both red and white ball cricket. We have also shared members' thoughts on some of the decision-making processes - such as the one that resulted in the transfer of the Roses game to Headingley.

It was great to finally be able to watch live cricket, in person, at Headingley, York and Scarborough this year. I am sure all members are looking forward to having a full, un-interrupted and successful 2022 season.

The problems and restrictions from Covid 19 affected our ability to hold the usual number of Members Forums in the long room. However, we were pleased to finally hold a Forum in September, in the newly refurbished Long Room.

I would encourage all members to attend the Forum meetings in 2022. It is your opportunity to ask questions directly of the board members and YCCC staff who attend.

There is no need to wait until a Forum to share your views as committee members are happy to speak to you throughout the season. You can find us during the tea interval in the Long Room at most county games at Headingley or please send us an email at [ycccmemberscommittee@gmail.com](mailto:ycccmemberscommittee@gmail.com).

It is only by sharing your thoughts with the Members Committee that we are able to make recommendations to the board, that subsequently result in positive action taken for the benefit of the members.

In conclusion, I would like to express my sincere appreciation to all my committee colleagues this year. We have all enjoyed being able to meet in person recently, following 18 months of zoom meetings! They continue to give up their free time for the benefit of all members and all have made a great contribution this year.

It continues to be a privilege to be Chairman of the Members' Committee. I look forward to meeting members during the coming season.



GRAEME GREENFIELD  
Chairman  
Members' Committee  
The Yorkshire County Cricket Club

# BOARD ATTENDANCE FOR 2021

Name	Possible	Actual
<b>Elected:</b>		
Roger Hutton (Chair) - Resigned 5 November 2021	7	7
Neil Hartley (Vice-Chair)	8	5
Stephen Willis - Resigned 3 November 2021	7	6
Mark Arthur - Resigned 11 November 2021	8	6
Martyn Moxon - Resigned 3 December 2021	8	7
Hanif Malik - Resigned 5 November 2021	8	8
Trevor Strain - Appointed 20 March 2021	7	5

# PLAYER APPEARANCES 2021

## YORKSHIRE COUNTY CRICKET CLUB APPEARANCES

	Bob Willis Trophy	Vitality T20 Blast	Royal London Cup	Total
Gary Ballance	10	9	9	28
Adam Lyth	14	13	0	27
Harry Brook	14	13	0	27
Dominic Bess	14	9	4	27
Jordan Thompson	13	12	0	25
Harry Duke	9	4	9	22
George Hill	7	6	9	22
Matthew Waite	0	11	9	20
William Fraine	3	7	9	19
Ben Coad	10	0	8	18
Jonathan Tattersall	5	4	9	18
Tom Kohler-Cadmore	11	6	0	17
Matthew Fisher	5	11	0	16
Steven Patterson	13	0	1	14
David Willey	6	5	0	11
Matthew Revis	1	0	9	10
Lochie Ferguson	0	10	0	10
Joe Root	5	4	0	9
Duanne Olivier	7	0	1	8
William Luxton	0	0	7	7
Mathew Pillans	0	0	7	7
Dawid Malan	2	4	0	6
Adil Rashid	0	5	0	5
Jack Shutt	0	0	5	5
Jonathan Bairstow	0	4	0	4
Mark Stoneman	0	4	0	4
Sam Northeast	2	1	0	3
Joshua Sullivan	0	0	3	3
Tom Loten	2	0	0	2
Dominic Leech	1	0	0	1
Joshua Poysden	0	1	0	1

## ENGLAND APPEARANCES

	Test	ODI	T20	Total
Jonathan Bairstow	9	6	17	32
Dawid Malan	5	5	17	27
Adil Rashid	0	5	16	22
Natalie Scriver	1	10	9	20
Joe Root	15	3	0	18
Katherine Brunt	1	7	7	15
Lauren Winfield-Hill	1	9	10	10
David Willey	0	3	4	7
Dominic Bess	4	0	0	4

## NORTHERN DIAMONDS APPEARANCES

	Rachael Heyhoe Flint Trophy	Charlotte Edwards Cup	Total
Hollie Armitage	9	8	17
Sterre Kalis	9	8	17
Katie Levick	8	8	16
Lindsey Smith	8	8	16
Jenny Gunn	6	8	14
Leah Dobson	5	8	13
Rachel Hopkins	4	8	12
Beth Langston	9	2	11
Ami Campbell	8	3	11
Alex Macdonald	4	7	11
Pheobe Graham	6	4	10
Bess Heath	5	5	10
Lauren Winfield-Hill	4	3	7
Rachel Slater	3	4	7
Ella Telford	3	1	4
Sarah Taylor	1	3	4
Katherine Brunt	3	0	3
Natalie Sciver	3	0	3
Helen Fenby	1	1	2

# PRESIDENT, BOARD MEMBERS, EMPLOYEES AND PLAYERS

## PRESIDENT

Geoff Cope

## BOARD MEMBERS

### Chair

Lord Patel of Bradford OBE

### Board Members

Neil Hartley  
Paul Hudson  
Trevor Strain

### Club Secretary

Paul Hudson

## KEY MANAGEMENT PERSONNEL

James Carr - Director of Women's Cricket  
Andy Dawson - Commercial Director  
Darren Gough - Managing Director of Cricket  
Sam Hinchliffe - Director of Operations  
Paul Hudson - Acting Chief Executive  
Lord Patel of Bradford OBE - Chair  
Chris Thomson - Acting Director of Finance

## NON-PLAYING EMPLOYEES

### Cricket Department

Kabir Ali  
Cecilia Allen  
Harry Booker  
Tim Boon  
Thomas Cant  
Ottis Gibson  
Andrew Hinchliffe  
Vanessa Holliday  
Kevin Hutchinson  
Joanne Knowles  
Isaac Leung  
Alastair Maiden  
Danielle McCann  
Ed Owen  
John Potter  
Tom Smith  
John Verr  
Richard Waite  
Courtney Winfield-Hill

### Admin Department

Vanessa Appleyard  
Bisi Bamgboye  
Jason Herridge  
Mo Hussain  
Paul Rowbotham  
Elizabeth Ward

### Operations Department

Kathleen Cullen  
Bernard Grant  
Alex Kippax  
Guy Ndoukepo  
Stephen Skillern  
Lindsey Thompspon

### Sales Department

Kayleigh Hallas  
Maroof Khan  
Simon Pixsley  
Pamalpreet Sahota  
Sarah Shelton  
Tom Webster

### Marketing & Communications

Sam Gascoyne  
Adrian Mirfakhrai  
Jessica Tolkien  
Treve Whitford

### Ticket Office & Retail

Will Bullingham  
Joe Burke  
Barbara Noble  
Daniel Taylor

### Groundstaff

Andy Fogarty  
Nasa Hussain  
Gareth Milthorpe  
Peter Taylor  
Richard Robinson  
Vythutas Veikhlis

### Yorkshire Cricket Foundation

Beth Cook  
Matthew Crookes  
Ruth Dacey  
Rachael Hildreth  
Alex Hipkins  
Kendal James  
Ben Marriage  
Sohail Raz  
Nick Robinson  
Richard Robinson  
Will Saville  
Zain Ul-Abdin  
Ben Wicket

## PLAYERS

### Mens 1st XI Capped Players

Dominic Bess  
Jonathan Bairstow  
Gary Ballance  
Harry Brook  
Ben Coad  
Tom Kohler-Cadmore  
Adam Lyth  
Dawid Malan  
Duanne Olivier  
Steven Patterson (Captain)  
Adil Rashid  
Joe Root  
David Willey

### Mens 1st XI Squad Players

Ben Birkhead  
Harry Duke\*  
Matthew Fisher\*  
William Fraine\*  
George Hill\*  
Dominic Leech\*  
Tom Loten\*  
William Luxton  
Matthew Revis\*  
Jack Shutt\*  
Harry Sullivan  
Josh Sullivan  
Jonathan Tattersall\*  
Jordan Thompson\*  
Matthew Waite\*  
James Wharton

### Overseas for 2022

Finn Allen - New Zealand  
Shadab Khan - Pakistan  
Haris Rauf - Pakistan

### Northern Diamonds

Hollie Armitage (Captain) \*\*  
Katherine Brunt\*\*  
Leah Dobson  
Abi Glen  
Jenny Gunn\*\*  
Bess Heath\*\*  
Rachel Hopkins  
Sterre Kalis\*\*  
Beth Langston\*\*  
Katie Levick\*\*  
Natalie Sciver\*\*  
Rachel Slater\*\*  
Linsey Smith\*\*  
Lauren Winfield-Hill\*\*

### Academy

Harry Allinson  
Ben Cliff  
Clarke Doughney  
Noah Kelly  
Noah Priestley  
Yash Vagadia  
Matthew Weston

### Emerging Player Programme

George Booth  
Harry Finch  
Joshua Hoyle  
Charlie McMurrin  
Louie Owens

\* 2nd XI Capped Player

\*\* Full Time Professionals

# YORKSHIRE CRICKET FOUNDATION

2021 was another significant year for The Yorkshire Cricket Foundation. As we began to come out the other side of the pandemic our community work had never been more important and the need across the county had increased significantly.

Despite the restrictions and the uncertainty that brought, I am very proud of the work the team did and the impact we as a charity managed to have. Our work focuses on underrepresented groups and providing opportunities to those that often wouldn't be able to access them otherwise, as we continue to strive for our vision of "Community without Boundaries".

Throughout the year there have been many highlights and ways we have supported the communities. During the pandemic we held weekly sporting reminiscence sessions on zoom, with over 850 attendances, targeting older adults at risk of isolation and welcomed many special guests to support this. We also managed to continue with the education of young people who are part of our Yorkshire Cricket College. The college team which included excellent coaching from Pro Coach and tutors from our education partner SCL, worked incredibly hard and achieved fantastic results, with 100% pass rate maintained and 76% achieving distinction grades. This resulted in the college been selected as one of The Cricketers top 100 schools in 2021.

Partnerships have been key and we were incredibly fortunate to have Morrisons join us in the fight against holiday hunger and support our Crick-Eat programme. This brilliant initiative provided over 15,000 meals and 1,000+ hours of cricket to young people during the school holidays.

As the country opened up we were able to bring back face to face delivery and the response was amazing. The engagement with our diverse community's programme and walking cricket, which attracted huge numbers. In total, our participation programmes engaged over 8,500 participants. In addition, the work of the Foundation generated nearly 9,000 hours of volunteering to support our communities.

Telling the story of the Foundations work and the impact we have has always been critical and an area we prioritised in 2021 to raise awareness and I am delighted with the significant rise in coverage in print, online and in the written press.

Moving forwards in 2022 we are focussed on growing our work further and ensuring we have an offer that is open and accessible to all. We will target unreached groups and diverse communities, making sure there is equality of opportunity for everyone to enjoy, learn and take part. This will be backed up by a culture of integrity, inclusion and insight at the heart of everything we do.

Finally, we unfortunately lost our greatest supporter in 2021 as Dr Keith Howard sadly passed away. Without his and Emerald Foundations support, YCF would never have been created and positively impacted the many thousands of lives. He will be greatly missed by all, and on a personal note I will miss all the advice and support he has given me. But I am delighted we are still working with his foundation, now named the Keith Howard Foundation.



**WILL SAVILLE**

Managing Director  
Yorkshire Cricket Foundation

# YORKSHIRE CRICKET BOARD

There is no doubting the last twelve months have been the most difficult that most of us have known. Not only have we had to cope with the continuing and ever changing challenges of managing the pandemic, but many will also have known personal loss or illness and had to cope with these in restricted circumstances.

As the year unfolded it was clearly evident that the 2021 season would be similar to that of 2020. With help and support the recreational game did commence with significant Government COVID-19 restrictions and protocols in place for the first half of the season. We knew that the 2021 season was never going to be easy, and alongside the 2020 half-season, the last two years of recreational cricket have been the most demanding in living memory.

Against this backdrop we have managed to deliver high quality cricket programmes and increased participation against all the odds in 2021, and we have given everyone the season of hope which was promised. Well done to everyone. Our collaborative work with YCCC, Pro-Coach and YCF has been significant, and I wish to thank everyone who has been involved. My thanks and best wishes also go to the multitude of volunteers in our incredible club and league network who through their phenomenal efforts have once again provided everyone in the recreational game with fantastic opportunities to play our great game in the most uniquely challenging of circumstances.

The staff have also been working tirelessly to ensure all National Programmes such as Chance to Shine, All Stars, Dynamos, The Hundred engagement, Disabilities, CAG, BAME and W&G's Development were delivered ensuring safe practice for all, including the staff and volunteers who organised the programmes. It is an absolute privilege and a pleasure to work alongside you all.

Of course, the last few months of 2021 have seen the most significant challenge that cricket has perhaps ever faced, a period for soul searching, reflection and honesty. But through it all a chance for us to consider how best we can move forward with renewed determination to consider how we can deliver on our shared aims to improve lives and connect communities through cricket in Yorkshire.

We shall continue to support all recreational cricket collectively the best way we possibly can, whilst ultimately supporting and keeping everyone safe.

Thanks must be given in respect of the voluntary work of all Board officials and Sub-Committee Secretaries who put in so many unpaid hours for the benefit of the YCB together with all the League Council Secretaries and Chairmen. We are also absolutely indebted to Ray Knowles, our Senior Safeguarding Officer and to his Safeguarding team who work tirelessly as volunteers and deal with all safeguarding matters.

Finally, I would like to record my sincere thanks to my fellow Directors, to everyone involved in Yorkshire Cricket and all at ECB for their support during this difficult and unprecedented year.



ANDREW WATSON  
Managing Director  
Yorkshire Cricket Board



# NOTES

THE YORKSHIRE  
COUNTY CRICKET CLUB



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Calls are charged at the same rate as a local call.