



THE YORKSHIRE  
COUNTY CRICKET CLUB



# ANNUAL REPORT & ACCOUNTS 2008





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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 Carnegie Cricket Ground on Saturday 14th March 2009 at 10:00 am for the purpose of transacting the following business:

### AGENDA

- |   |  |   |
|---|--|---|
| 1. To receive apologies for absence.  | It would be appreciated if advance notice could be given of any questions which might require some research in order to save time at the meeting.                                      | 9. (a) To elect Mr Robin Smith as a Vice President.   |
| 2. To confirm the Minutes of the Annual General Meeting held on Saturday 15th March 2008.   | If any Member has a query as to the accuracy of the Minutes then it would be appreciated if this could be raised with the Secretariat in advance in order to save time at the meeting. | (b) To elect Mr Ken Taylor as a Vice President.   |
| 3. To receive a report from the Board, made up of reports from the Chairman and the Chief Executive.                                | 5. To receive a report from the Director of Professional Cricket and to discuss cricket matters.   | 10. To update the members on progress in developing the Headingley Carnegie Cricket Ground.   |
| 4. To receive and approve the Accounts together with the independent Auditors Report thereon for the year ended 31st December 2008. | 6. To re-elect as President, Mr Brian Close CBE.   | 11. To appoint KPMG LLP as auditors of the Club, until the conclusion of the next Annual General Meeting of the Club at which the accounts for the year ending 31st December 2009 are laid. |
|   | 7. (a) To elect as Board Member, Mr Stephen Willis.  | 12. Any other business.   |
|   | (b) To re-elect as Board Member. Mr Geoffrey Boycott retires by rotation and offers himself for re-election, supported by the Board.   |   |
|   | 8. To announce the result of the election to the Members' Committee.   |   |



Yours faithfully

**SM REGAN** – CHIEF EXECUTIVE  
Yorkshire County Cricket Club

### NOTE

A member is entitled to appoint a proxy to attend and vote in his place. A proxy must be a member of the Club. A proxy form, to be valid, must arrive at the Club's offices not less than 48 hours before the time appointed for holding the meeting.

Tea or coffee and biscuits will be available on arrival.





## CHAIRMAN'S REPORT

Although the Club gave a mixed performance on the field in 2008 I am delighted that this season we will be competing in the top tier of both the LV County Championship and the NatWest Pro40 following our promotion in the latter competition.

As everyone is aware, the economy has been in turmoil over the past year or so, however Yorkshire can look to the future with confidence as the Club achieved a surplus for the third consecutive year, and the financial package is now firmly in place for the building of the iconic Carnegie Pavilion with state of the art players' facilities and media centre.

Back to the cricket side of our operations and there was a marked improvement in our one-day form which resulted in reaching the semi-finals of the Friends Provident Trophy and the clinching of second place and promotion in the NatWest Pro40.

We may well have progressed to Finals Day in the Twenty20 Cup but for our failure in registering Azeem Rafiq, and the Club apologises for getting it wrong and causing embarrassment. Steps have been taken to put a process in place to prevent this from ever happening again and we are delighted that Azeem has now acquired British Citizenship and has this winter been representing England Under 19's in South Africa.

In the LV County Championship, we appeared to struggle on two fronts: we were unable to bowl sides out twice on a regular basis and we were unable to find a successful opening batting combination to get our innings off to a healthy start.

But how magnificently the team fought back from potential disaster in the final match of the season when heroic centuries from Adil Rashid and David Wainwright pulled the innings round from 80 for six to 400 for nine declared.

These valiant efforts meant that 12 points could be taken from the drawn match, when none had appeared likely at one stage and they were sufficient to save us from relegation.

Adil and David also claimed a total of 14 wickets between them in this match and the two youngsters are a shining example of why the Club has given a commitment to youth in 2009. It did not go unnoticed that the young side which fought so bravely at Hove comprised exactly the same players who pulled off an outstanding victory against Somerset at Taunton earlier on.

There were several other young players who showed that the investment in them was proving worthwhile and they include fast bowlers Oliver Hannon-Dalby and Ben Sanderson, who both made their Championship debuts, and batsman and wicketkeeper, Jonathan Bairstow, who was included in the squad at Hove.

Pacemen Steve Patterson and Ajmal Shahzad were two others who made the most of their limited opportunities last season and the challenge now will be in trying to give proof that our youth has got what it takes to succeed at First Class level.

Myself and the Board of Directors could not be more pleased that Anthony McGrath has accepted the first team captaincy from the inspirational Darren Gough, who takes into his retirement from First Class cricket our deepest thanks for leading the team with such dedication during his two years in charge.

Goughy has been an outstanding cricketer for both England and Yorkshire, and may I thank him personally for all his efforts over the many years. He has provided us all with a great deal of entertainment.

This year is also Anthony McGrath's benefit season and he has just signed a two-year extension to his contract which will keep him at Headingley Carnegie at least until the end of 2011.

Anthony has been a great servant of the Club and is 100 per cent committed to helping Yorkshire become a power in the land once again. We wish him every success both on and off the field.

September 4th, 2008 was a red letter day for the Club because that was the date when planning approval was obtained for the Carnegie Pavilion, subject to a number of small conditions which have now been met. We are grateful to Leeds City Council for their support and we thank Leeds Metropolitan University for being such a fabulous partner and working so closely with the Club. We are excited at the prospect of moving into the new building in 2010, when we will have one of the finest cricket pavilions in the world.

The Winter Shed has now been demolished to make way for the new development and it has to be admitted that there was nostalgia in the air when it succumbed to the bulldozers.

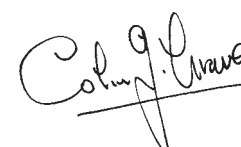
Since the end of last season, an historic piece of work has been going on in installing a new drainage system at Headingley Carnegie and re-laying the outfield, including the removal of the slope. A pop-up sprinkler system has been installed which can be turned on whenever required and will make preparation work much easier for our conscientious and totally dedicated head groundsman, Andy Fogarty. Andy has amazed everyone with the speed by which he gets the ground fit for play after heavy rain and delays should be cut even further with a new drainage system similar to the one which has proved so effective at Lord's in recent times.

At International level the 4th npower Ashes Test at Headingley Carnegie, starting on August 7, promises to be a thrilling and memorable occasion. I am delighted to report that the first three days were long since sold out and that the fourth day was heading in the same direction at the time of writing. For the first time, non-refundable tickets will be on sale for the fifth day. If the game looks like running its course with an exciting final day in prospect we don't want thousands queuing outside with no guarantee of getting in.

And so, here we are at the start of one of the most exciting seasons for some time – Yorkshire in the top division of both the LV County Championship and the Nat West Pro40, the continued growth of the Twenty20 format of the game, an Ashes Test at our own cricket ground and an investment into our stadium of some £25m plus. Who would have thought it just 3 years ago when we bought the ground?

I would like to pass on my thanks to the management team and staff at Yorkshire CCC for their continued efforts to improve the Club and grow our business for the benefit of us all.

May I wish you all a very enjoyable season in 2009, and thank you for your continued support in developing Yorkshire County Cricket Club into what it is today.



**COLIN GRAVES** CHAIRMAN  
Yorkshire County Cricket Club

“Yorkshire can look to the future with confidence as the Club achieved a surplus for the third consecutive year.”





## CHIEF EXECUTIVE'S REPORT

The coming year will be a momentous one for the Yorkshire County Cricket Club, what with the staging of the 4th npower Ashes Test in front of a guaranteed full house at Headingley Carnegie and the construction work taking place on the new Carnegie Pavilion at the Kirkstall Lane end of the ground.

Our financial projections for 2009 look very positive given the sales of tickets for the Ashes and in 2009 we are very confident of delivering a fourth successive financial surplus for members to follow the encouraging performance we have seen in 2008.

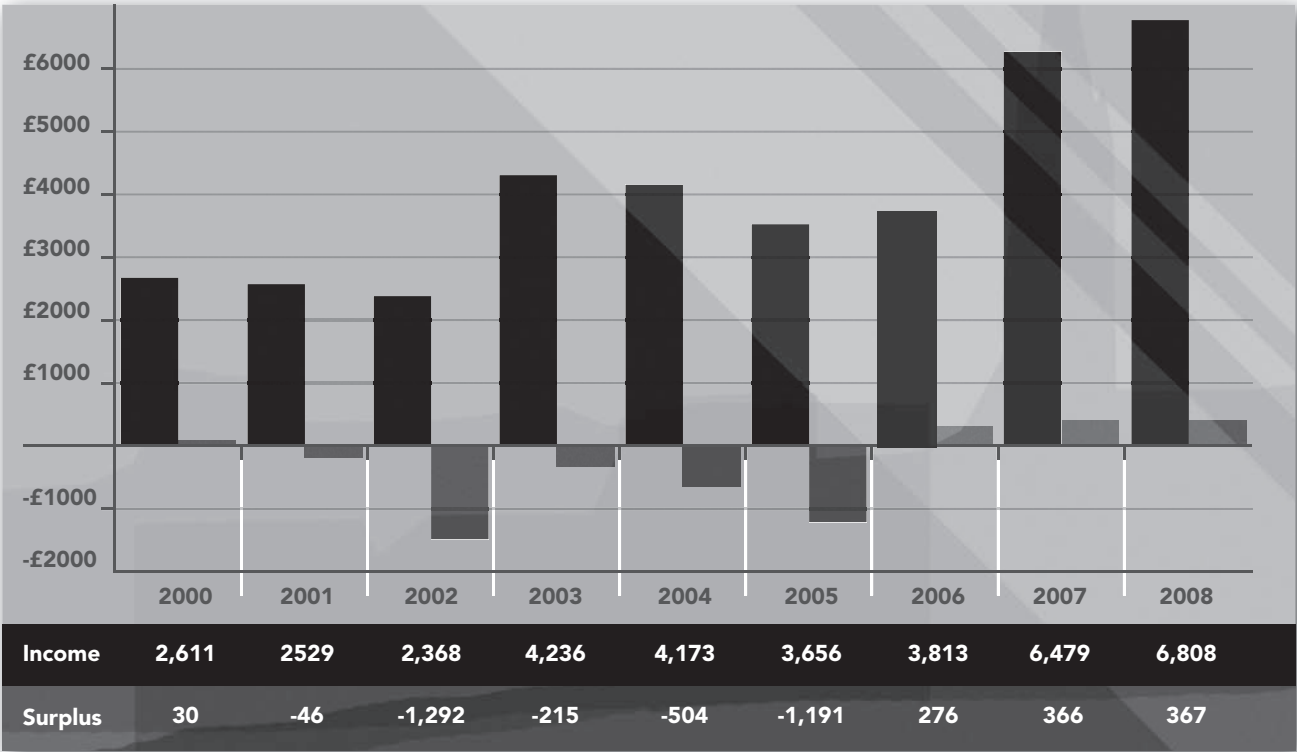
In a year when many companies have struggled we have bucked the trend by delivering a magnificent surplus (before taxation) of £367k and a record turnover of £6.8m. This has been achieved by a superb sales performance of £846k, that's growth of 21% over 2007. We have also grown our gross international match revenue by over 6% to £2.024m and seen a 6% increase in the central distribution from the England & Wales Cricket Board to £1.8m. The absolute number of Yorkshire CCC members fell by 71 over the season to 7,546 but membership subscriptions grew by 4% to £608k. Ground admissions fell by £87k to £308k, largely due to the abysmal weather that affected our match programme, especially during the Twenty20 campaign. We now have the second highest commercial income in the country and I would like to pay tribute to our Sales Director, Richard Kaye and his team who have done a sterling job in troubled times. A new two year contract was agreed with our official sponsor Bradford & Bingley, prior to their own financial difficulties and our income from this source is protected until the end of the 2010 season.

It has been a difficult second half of the year for the financial markets and banks and the Club has been under a lot of pressure in securing the finance required for our exciting development.

I am delighted to report, however, that the Club has succeeded in raising the necessary finance to complete not only our £7m contribution to the £21m total project cost, but also the £4.85m required to buy-out the option payments to LCF&A (agreed in 2005 when we bought the ground) in order to proceed with the work. The balance of the project cost, some £14m, is being provided by Leeds Metropolitan University to whom we are eternally grateful. Included in our £7m contribution is £4m from the regional development agency, Yorkshire Forward, who have backed the Club to erect a landmark building for the county of Yorkshire. The Carnegie Pavilion will be the single most viewed building in Yorkshire, watched by over 500m TV viewers when our international matches are broadcast around the world. We are delighted with the support from Yorkshire Forward and feel sure that they, like us, will be proud of our new Pavilion when it finally opens its doors in 2010. The balance of our £7m contribution will come from Club funds to the tune of £1.5m with a further £1.5m in rent to be paid over 20 years to Leeds Metropolitan University.

We are also deeply indebted to Leeds City Council, HSBC and to our chairman, Colin Graves, without whom we would not be able to proceed with our plans for the future. In addition we would like to thank the England and Wales Cricket Board who have given the club a series of grants and loan arrangements in order to carry out essential works at the cricket ground.

“Carnegie Pavilion will be the single most viewed building in Yorkshire, watched by over 500m TV viewers...”





## CHIEF EXECUTIVE'S REPORT CONT.

It is the chaos surrounding Twenty20 cricket in India which has led to a number of on-going negotiations with the ECB concerning our overseas player, Rana Naved-ul-Hasan, who has been participating in the unauthorized Indian Cricket League. At the time of writing nothing had been finalised and it remained uncertain whether or not Rana would be re-joining us for the coming season to see out his contract. Subject to final confirmation from the ECB, it may be the case that Rana will be available to play for us in all but Twenty20 matches in the coming season.

On a more positive and upbeat note, Yorkshire begin their preparations for the new season in earnest when they fly from Birmingham to Dubai to defend the ProArch Trophy which they won so convincingly last year. New captain, Anthony McGrath, and his professional squad will face strong opposition in Surrey, Middlesex and the United Arab Emirates and we wish them every success in this worthy competition which affords us the ideal opportunity to prepare fully for the battles which lie ahead over the coming months.

As the Chairman mentions in his Report, the Club is placing strong emphasis on youth in 2009 and I am delighted to congratulate the following players who have represented us at various England levels over the past 12 months: Tim Bresnan, Adil Rashid, Ben Sanderson, and Azeem Rafiq. Azeem in particular deserves a special mention given the huge media coverage he had to deal with during last summer when the Club failed to register him for his debut at Trent Bridge against Nottinghamshire Outlaws in the Twenty20 Cup. The Club were deeply embarrassed by the whole event and have taken appropriate internal action to deal with the administrative failings. On a positive note, Azeem handled the media extremely professionally and gained the support of many local dignitaries.

As such, his application for British citizenship was accelerated accordingly and it was great to see him represent England Under 19's in South Africa earlier this year.

Sincere congratulations must also go to Adil Rashid, who becomes the first Yorkshire player of Asian descent to be selected for the full England Test squad. This is a historic moment for the Club and shows just how far we have come in the past few years in engaging the Asian community and developing such talent as Rashid, Shahzad and Rafiq to name but three of our up and coming young players.

Members will be pleased to learn that the Board has approved the creation of a Museum and Visitors' Centre underneath the Long Room in the East Stand and this will be developed following the completion of the new pavilion in 2010. The Club's Archive Committee is heavily involved in the planning and design of this most welcome facility and funding is now in place for this project thanks to the generosity of one of our members. We are most grateful for this most gracious gesture.

The Club's new cricket structure sees the return to Headingley Carnegie of two much respected former players in Ashley Metcalfe, who formed such a formidable opening partnership with Director of Professional Cricket, Martyn Moxon, in their playing days, and John Blain, the Scottish international fast bowler. The pair are now in situ: Ashley as the new General Manager of the Bradford and Bingley Indoor Cricket Centre and John as Captain of the Yorkshire Academy team and Assistant Bowling Coach. Andy Rowsell, who was in charge of the Indoor Cricket Centre, takes up the new post of Head Coach for the Emerging Players' Programme for 11-15-year-olds, an initiative which reinforces the Club's commitment to youth. Andy did a great job in his previous role and we wish him well going forward.

Ashley's experience in both cricket coaching and business – he ran his own PR and marketing consultancy – makes him the ideal candidate for this important post which involves the development of the Indoor Cricket Centre as a destination for events, conferences and corporate activities as well as the core cricket operation.

In times of economic turmoil, it is important to have strong commercial relationships and I would like to thank all of our partners for their support. I would like to say a special thank-you to Leeds Metropolitan University for backing the Club in a very difficult financial climate and for their desire to work with us to deliver a world-class cricket ground for our members. In addition, I would like to record my thanks to Bradford & Bingley, who have been our Official Sponsor for the last 3 seasons. We appreciate the financial difficulties they have had to deal with in recent times and we wish them and their staff all the very best for the future and thank them for their loyalty to this Club.

The Members' Liaison Committee, led by Stephen Mann, the Archives Committee led by David Hall and the Yearbook Committee, led by David Warner, have continued their fine work during 2008 and it is worth reminding members that all participants in these committees are volunteers who invest a huge amount of time on behalf of the Club. Their efforts are indeed appreciated by us all.

I would like to thank my management team at Headingley Carnegie for another excellent year in what has proved to be very difficult trading conditions. Not only have we had to deal with the economic downturn but we have had another season of diabolical summer weather which has made it difficult to maximize ticket sales and hospitality. Let us hope that days of sunshine and blue skies lie ahead of us!

Finally, I would just like to thank you, our members. Hopefully you are now starting to see evidence that this Club means business and we intend to provide you with one of the finest cricket grounds in the country.

I do hope to see you during the coming season.

With best wishes.



**STEWART REGAN** CHIEF EXECUTIVE  
Yorkshire County Cricket Club

“...another excellent year in what has proved to be very difficult trading conditions.”







## DIRECTOR OF PROFESSIONAL CRICKET'S REPORT

2008 would best be described as a split season. On the one hand, we have been successful in all the one-day competitions reaching the semi-finals of the Friends Provident Trophy, gaining promotion in the Pro40 League and being within one match of Twenty20 finals day. On the other hand, in a closely contested County Championship, we only escaped relegation in the final match at Hove despite being in a good position at other times during the season.

We may have been inconsistent, but at times we have played very good cricket and gained 95 bonus points during the season. There were occasions when the bowlers put us in a strong position, but then failed to bowl a side out and at other times the batting let us down.

We lost five games having been in a strong position in three of them and should have won or, at any rate, not lost. There were, of course, many good days too. We remained competitive until the end of the season and sustained our form better than we had in 2007. The problem was that we missed opportunities to press home the advantage and this is what we want to rectify this summer.

The match at Hove was one of the most remarkable recoveries in Yorkshire's history and a great achievement. It was a tough day to bat first and at the end of the first day we were 84-6. We realised we were in a big hole and needed something special to get out of it. I can't give enough praise to the later batsmen for their skill, concentration and determination and our brilliant performance in the field was equally credit-worthy - we bowled with great discipline and Adil was outstanding throughout.

Of the players individually, I must acknowledge Darren Gough's work as captain over the last two years. Darren's injuries early in the 2008 season denied him the chance to bowl himself to full fitness, but he made a significant contribution to the team's success. Anthony McGrath is looking forward to taking on the role for 2009 and all that goes with being captain of Yorkshire. He is steeped in Yorkshire cricket history, and will maintain our traditions. He will be ably supported by Jacques Rudolph who has made a great contribution, both on and off the field, so together they will make a good team.

Matthew Hoggard got better as the season went on and he will have a big part to play as a senior professional. If Michael Vaughan is not selected for England he will certainly play for us and we look forward to his input.

Tim Bresnan was selected for the England ODI squad last season. He is at his best when used as a strike bowler rather than a stock bowler and he could bat as high as No. 6 as he is a very good all round cricketer.

Adil Rashid continued to progress, and took 62 first-class wickets at the age of 20. At the beginning of the season, I think, he was striving too hard, putting too much pressure on himself. His five wickets at Canterbury settled him down. He is bowling his leg-spin more accurately now and from this secure base he will be able to introduce more variety as he gains experience. He is a very talented batsman as well, as he showed at Hove. He fully deserved the reward of his 1st XI cap towards the end of the season.

I have been very pleased with Andrew Gale, who was also awarded his county cap last year. He batted very well at No. 5 in the Championship and has acquired the skill and discipline to make hundreds. He has also grown into the difficult role of opening in one-day cricket.

Adam Lyth is an exciting batsman and his next step is to convert 50s into 100s. He did really well in his first season. I was disappointed that David Wainwright did not have more opportunities. He had an excellent match at Hove and maybe if we get dry weather we can play two spinners more often.

At the time of writing the position of Rana is unclear due to his involvement with the ICL, but the Club has made a commitment to give as many opportunities as possible to players who have been developed by the Club. If they do not have the opportunity to play regularly the Club will never know which of their many talented young cricketers have the ability to make the grade. The teams that did so well at Taunton and Hove were developed predominantly through Yorkshire's own coaching system.

We have a number of promising young fast bowlers and there should be more opportunities for them now that Darren has retired. Ajmal Shahzad and Steven Patterson have considerable first-team experience and Ben Sanderson, James Lee and Oliver Hannon-Dalby will be in contention, as we need to find out about their abilities at the top level.

Richard Pyrah had another good year, particularly in the one-day competitions. Joe Sayers had a disappointing run, but we have been working on one or two technical problems and he scored runs in the Second XI and the league at the back end of the season. I am confident that he will score runs again in the 1st XI. We hope that Chris Taylor's hamstring problems have been sorted out, and he will be another contender. Gerard Brophy remains our first-choice wicket-keeper. He does not make many mistakes, and scores valuable runs. Simon Guy has played well in the Second XI, and Jonathan Bairstow has now made the step up from the Academy, so they will be keeping the pressure on him to perform.

What is most encouraging is that there is another generation waiting in the wings. Jonny Bairstow, Gary Ballance and Oliver Hannon-Dalby are all at Leeds Met University benefiting from the link with Yorkshire CCC. Other young players like Azeem Rafiq, Joe Root, Charlie Roebuck and many others will be ambitious to do well.

The structure of the coaching and management team has changed for 2009. Anthony McGrath and myself will manage the First XI; Kevin Sharp and Craig White as captain will be the Second XI management team; Steve Oldham and John Blain, who has been appointed as Assistant Bowling Coach, will be responsible for the Academy.

There will be flexibility to ensure that we can always respond to every coaching need. Andy Rowsell has been appointed the emerging-players coach ensuring each age group has its own management and coaching staff. I hope that this structure will enable the Club to identify talent at an early stage, so that the standard of player entering the Academy will be as high as possible.

2009 will certainly be a challenge for us all, but it is one we are looking forward to.

I hope you enjoy your cricket and thank you for your continued support.



**MARTYN MOXON**  
DIRECTOR OF PROFESSIONAL CRICKET  
Yorkshire County Cricket Club

“What is most encouraging is that there is another generation waiting in the wings.”





## PRESIDENT, BOARD MEMBERS, STAFF AND PLAYERS

### PRESIDENT

Brian Close (to be confirmed at AGM)

### BOARD MEMBERS

Chairman	Colin Graves
Chief Executive & Secretary	Stewart Regan
Director	Robin Smith
Director	Brian Boutell
Director	Geoff Boycott
Director	Stephen Willis (to be confirmed at AGM)
Nominee of Leeds City Council	David Page

### STAFF

Chief Executive	Stewart Regan
PA to Chief Executive	Liz Neto
Receptionist	Kirsty Robinson
Finance Director	Charles Hartwell
Senior Accountant	Louise Barrowcliffe
Accounts Assistants	Kimberly Baker Bisi Bamgboye Vanessa Appleyard
Senior Marketing Manager	Kate Edge
PR & Communications Manager	James Buttler
Community Marketing Manager	Alison Giles
Marketing Executive	Hayley Wood
Sales Director	Richard Kaye
Commercial Manager	James Hogg
Commercial Executive	Howard Ferguson
Club Shop Manager	Barbara Noble
Membership Co-ordinator	Lisa Jackson
Ticket Office Co-ordinator	Yvonne Iredale
Operations Manager	David Ryder
Project Manager	Michael Dooley
General Manager	
Indoor Cricket Centre	Ashley Metcalfe
Catering Manager	Graham Hallam
Groundstaff	Andy Fogarty Christian Dunkerley Gareth Milthorpe Anthony Asquith
Ground Maintenance	Mark Rowley Bernard Grant

### CRICKET STAFF

Director of Professional Cricket	Martyn Moxon
Director of Cricket Operations	Ian Dews
Batting Coach	Kevin Sharp
Bowling Coach	Steve Oldham
Assistant Bowling & Academy Coach	John Blain
Emerging Players Coach	Andy Rowsell
Physiotherapist	Scot McAllister
Strength & Conditioning Coach	Tom Summers
Cricket Secretary	Janet Bairstow

### 1st XI CAPPED PLAYERS

Anthony McGrath (Captain)  
Jacques Rudolph (Vice Captain)  
Tim Bresnan  
Gerard Brophy  
Andrew Gale  
Matthew Hoggard  
Deon Kruis  
Adil Rashid  
Joe Sayers  
Michael Vaughan  
Craig White

### OVERSEAS PLAYER

Rana Naveed ul-Hasan

### 2nd XI CAPPED PLAYERS

John Blain  
Simon Guy  
Adam Lyth  
Richard Pyrah  
Steve Patterson  
Ajmal Shahzad  
Chris Taylor  
David Wainwright

### CONTRACTED STAFF

Lee Hodgson

### JUNIOR PROS

Jonathan Bairstow  
Gary Ballance  
James Finch  
Oliver Hannon-Dalby  
James Lee  
Azeem Rafiq  
Ben Sanderson  
Greg Wood

### ACADEMY PLAYERS

Moin Ashraf  
Michael Chadwick  
Callum Geldart  
David Girling  
Jack Hargreaves  
Alex Lilley  
Rochelle Petty  
Charlie Roebuck  
Joe Root  
Gurman Randhawa  
Chaves Younes

## CORPORATE GOVERNANCE

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

### THE BOARD

The Board is responsible for approving Club policy and strategy. It meets 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.

Management supply the Board with appropriate and timely information and the Board Members are free to seek any further information they consider necessary.

### NOMINATIONS COMMITTEE

The Nominations Committee is formally constituted with written terms of reference which are defined in the Club Rules and reviewed regularly. It consists of the President, Secretary and two other Board members.

### RELATIONS WITH MEMBERS

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

### 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 its 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 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 defined management and organisation structure with defined responsibilities and appropriate authorisation limits and short lines of communication to the Chief Executive.

### ACCOUNTABILITY AND AUDIT

#### The Board's responsibilities

The following statement, which should be read in conjunction with the Report of the Independent Auditors, is made with a view to distinguishing for members the respective responsibilities of the Board and of the auditors in relation to the accounts:

*"The Board is required by UK law to prepare accounts which give a true and fair view of the state of affairs of the Club at the end of the financial year and of the surplus or deficiency of the Club for the financial year then ended.*

*The Board is also responsible for maintaining adequate accounting records and for taking reasonable steps to safeguard the assets of the Club and detect irregularities and fraud.*

*The Board confirms that in preparing the Club's accounts appropriate policies have been consistently applied and applicable accounting standards complied with. Further, in all material respects the accounts are supported by prudent judgements and estimates made by reference to information available at the time of their preparation."*

All Board members bring independent judgement to bear on their deliberations concerning strategy and performance. The Board is satisfied that it has had access to sufficient information to enable it to make proper decisions in a timely manner, and the Chairman has ensured that Board Members were kept properly briefed.

#### Disclosure of information to auditors

The directors who held office at the date of approval of the annual report confirm that, so far as they are each aware, there is no relevant audit information of which the Club's auditors are unaware; and each director has taken all the steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the Club's auditors are aware of that information.



## INCOME AND EXPENDITURE ACCOUNT

for the year ended 31st December 2008

	NOTE	2008	2007
		£	£
<b>Income</b>			
Subscriptions		607,509	582,456
Ground admissions and match guarantees		307,710	394,479
England and Wales Cricket Board		1,813,591	1,707,270
International matches		2,023,832	1,894,096
Commercial income		1,967,001	1,781,550
Other income		88,528	118,710
		6,808,171	6,478,561
<b>Cricket expenses</b>			
Staff remuneration and employment expenses		1,778,654	1,689,948
Match expenses:			
International		847,624	768,716
Domestic		402,776	367,904
Development expenses		188,533	147,944
Other cricket expenses		341,686	286,297
Grants received		(169,686)	(190,561)
		3,389,587	3,070,248
<b>Administration expenses</b>			
Staff remuneration and employment expenses		379,917	389,604
Printing, postage and advertising		56,865	44,057
Audit fee		20,000	17,500
Other administration expenses		79,035	89,653
		535,817	540,814
<b>Marketing expenses</b>			
Staff remuneration and employment expenses		330,117	228,934
Ticket office expenses		87,404	107,931
Sponsorship expenses		121,839	107,709
Printing, postage and promotional expenses		131,022	177,443
Other marketing expenses		53,326	64,994
		723,708	687,011
<b>Ground expenses</b>			
Staff remuneration and employment expenses		238,669	227,608
Maintenance and utility expenses		318,236	267,869
Lease rentals		928	-
Depreciation		691,082	689,694
Release of capital grants		(156,228)	(156,228)
		1,092,687	1,028,943
<b>Loan interest and similar amounts payable</b>			
Loan interest		376,283	386,104
Bank interest		289,778	384,808
Bank facility fees		25,000	12,000
Lease and finance interest		7,952	2,627
		699,013	785,539
<b>Surplus for the year before taxation</b>		367,359	366,006
<b>Taxation</b>	4	(15,944)	(29,910)
<b>Surplus for the year after taxation</b>	12	£351,415	£336,096

There were no other gains and losses in the current or preceding year other than those stated above.  
The accompanying notes form an integral part of these accounts.

## BALANCE SHEET

as at 31st December 2008

	NOTE	2008	2008	2007	2007
		£	£	£	£
<b>Assets employed:</b>					
<b>Fixed Assets</b>	5		22,093,642		21,210,090
<b>Current Assets:</b>					
Stocks		80,000		41,780	
Debtors	6	475,608		248,738	
Cash at bank and in hand		111,895		4,589	
		667,503		295,107	
<b>Creditors: amounts falling due within one year</b>	7	(4,995,467)		(3,909,418)	
<b>Net current liabilities</b>			(4,327,964)		(3,614,311)
<b>Total assets less current liabilities</b>			£17,765,678		£17,595,779
<b>Funded by:</b>					
<b>Creditors: amounts falling due after more than one year</b>	8		13,450,953		13,492,281
<b>Deferred income - capital grants</b>	9		4,758,854		4,915,082
<b>Provisions for liabilities</b>	10		45,854		29,910
			18,255,661		18,437,273
<b>Capital and reserves</b>					
Called up share capital	11		374		379
Capital redemption reserve	12		446		345
Income and expenditure account	12		(490,803)		(842,218)
			(489,983)		(841,494)
			£17,765,678		£17,595,779

These accounts were approved by the Board on 10th February 2009.

**S M REGAN**, CHIEF EXECUTIVE

**C J GRAVES**, CHAIRMAN

The accompanying notes form an integral part of these accounts





## CASH FLOW STATEMENT

for the year ended 31st December 2008

	NOTE	2008	2007
		£	£
Cash inflow from operating activities	13	1,550,827	1,752,578
Returns on investments and servicing of finance	14	(699,013)	(785,105)
Capital expenditure and financial investment	14	(1,574,634)	(78,433)
Cash (outflow)/inflow before financing		(722,820)	889,040
Financing	14	967,995	269,063
Increase in cash in the period		£245,175	£1,158,103
Reconciliation of net cash flow to movement in net debt			
Increase in cash in period		245,175	1,158,103
Pride Appeal Loan		-	(1,005,000)
HSBC Loan Repayment		456,000	368,000
Leeds City Council Loan Repayment		456,000	368,000
Other loans - ECB		(1,880,000)	-
		£(722,825)	£889,103

## ANALYSIS OF NET DEBT

	AT 1 JAN 2008	CASH FLOW 2008	OTHER CHANGES 2008	AT 31 DEC 2008
	£	£	£	£
Cash at bank and in hand	4,589	107,306	-	111,895
Overdraft – current	(137,869)	137,869	-	-
	(133,280)	245,175	-	111,895
Debt due within one year				
HSBC loan	(456,000)	456,000	(433,000)	(433,000)
Leeds City Council loan	(456,000)	456,000	(433,000)	(433,000)
Other loans ECB	-	(1,050,000)	-	(1,050,000)
Debt due after one year				
HSBC loan	(4,581,264)	-	433,000	(4,148,264)
Leeds City Council loan	(7,899,000)	-	433,000	(7,466,000)
Pride Appeal loan	(1,005,000)	-	-	(1,005,000)
Other loans ECB	-	(830,000)	-	(830,000)
	(14,397,264)	(968,000)	-	(15,365,264)
TOTAL	£(14,530,544)	£(722,825)	£ -	£(15,253,369)

## NOTES TO THE ACCOUNTS

for the year ended 31st December 2008

### 1. ACCOUNTING POLICIES

The accounts have been prepared in accordance with applicable accounting standards and under the historical cost convention. The principal accounting policies of the Club have remained unchanged from the previous year.

#### (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 subscriptions, ground admissions and match guarantees, England & Wales Cricket Board, international matches, commercial and other income.

#### Subscriptions

Subscription income comprises amounts receivable from members in respect of the current season.

Subscriptions received in respect of future seasons is treated as deferred income.

#### Ground admissions and match guarantees

Ground admissions and match guarantees relate to amounts received from gate charges, ticket sales and guarantees directly attributable to staging domestic cricket matches in Yorkshire

#### 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 First Class Counties Memorandum of Understanding. 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 instalments over the expected useful lives of the relevant assets in accordance with accounting policy (b) Fixed assets and depreciation, as set out below.

#### International matches

International match income relates to amounts received from ticket sales, gate charges and guarantees directly attributable to staging international cricket in Yorkshire.

#### Commercial and other income

Commercial income relates to amounts received, net of related expenditure, from ground advertising, international and domestic match hospitality and catering guarantees, box lettings, facility hire, dinners and other events.

Other income relates to amounts received, net of related expenditure, from retail, Cricket Centre bar, Taverners Club, fund raising activities and other sundry items.

#### (b) Fixed assets and depreciation

All expenditure in connection with the development of Headingley Carnegie 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 Carnegie Cricket Ground and Cricket Centre

- buildings	50 years
- fixtures	4 years
- plant & equipment	Between 4 & 10 years

#### Office equipment

- telephone system	4 years
- computer equipment	2 years

Freehold land is not depreciated.

## NOTES TO THE ACCOUNTS CONT.

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

### (c) Stocks

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

### (d) Grants

Capital grants relating to the development of Headingley Carnegie Cricket Ground and Cricket Centre are included in the Balance Sheet as deferred income, and are released to the Income & Expenditure account by equal installments over the expected useful lives of the relevant assets in accordance with accounting policy (b) 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.

### (e) Cricket Centre

The Cricket Centre is operated by the Club as a joint venture with Leeds City Council. The Club has a 60 per cent interest in the profits earned by the Centre. Profit is recognised when received by the Club. Full provision is made for any anticipated losses. Losses attributable to Leeds City Council are deducted from the related revenue grant. The assets of the Cricket Centre are all owned and controlled by the Club.

The Cricket Centre bar operation does not form part of the joint venture, and all income and expenditure relating to the bar is solely attributable to the Club.

### (f) Contribution to pension funds

The pension costs charged in the Income and Expenditure account represent the amount of contributions payable in respect of the accounting period.

### (g) Leased assets

Rentals paid under operating leases are charged to the Income and Expenditure account on a straight line basis over the lease term.

### (h) Deferred taxation

Deferred tax is recognised on all timing differences where the transactions or the events that give the Club an obligation to pay more tax in the future, or a right to pay less tax in the future, have occurred by the balance sheet date. Deferred tax assets are recognised when it is more likely than not that they will be recovered. Deferred tax is measured using rates of tax that have been enacted or substantively enacted by the balance sheet date.

## 2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

### Income and expenditure account

In order to better reflect the disclosure re 'International matches' the gross receipts are shown under 'Income' and all related expenses under 'Cricket expenses'. The 2007 comparative figures have been restated accordingly. This has no effect on the net surplus previously reported for 2007.

### Ground Purchase

The Club has an option to make a £3m additional payment to LCF&A within the next 12 years in order to retain the ground. This optional payment escalates during the period until the option is exercised.

Should Yorkshire County Cricket Club not make this further payment then LCF&A hold an option to buy back the land and related assets for £7million at the end of this 12 year period.

### Financial position

The Club is in a net current liability position of £4.3m (2007 : £3.6m). This includes deferred income of £2.1m (2007 : £1.8m).

Details of the loan and overdraft maturity analysis which impact upon the financial position can be found in Note 8.

Based on approved cash flow projections the Club is able to meet the required loan repayments and the related interest amounts as they fall due, as well as having sufficient funds to meet all other liabilities, whilst remaining within the terms of the current banking facilities.

The Board therefore considers it appropriate to prepare the financial statements on a going concern basis.



### 3. DIRECTORS REMUNERATION

	2008	2007
	£	£
<b>Wages and salaries</b>	137,000	164,000
<b>Social security costs</b>	16,847	20,329
<b>Pension costs</b>	19,200	18,562
	£173,047	£202,891

These amounts are included in the Income and Expenditure Account under 'Administration expenses – Staff remuneration and employment expenses'.

### 4. TAXATION

	2008	2007
	£	£
<b>UK corporation tax</b>		
Current tax on income for the period	–	–
Adjustments in respect of prior periods	–	–
<b>Total current tax</b>	–	–
Income tax	–	–
Deferred tax (see Note 10)	15,944	29,910
<b>Tax on surplus on ordinary activities</b>	£15,944	£29,910

The current tax charge for the period is lower ( 2007:lower ) than the standard rate of corporation tax in the UK of 28.5% (2007:30% ). The differences are explained below:

Surplus on ordinary activities before taxation	367,359	366,006
Current tax at 28.5% ( 2007:30% )	104,697	109,802
Effects of:		
Expenses not deductible for tax purposes	–	2,414
Non taxable income	(141,661)	(88,653)
Depreciation for the period in excess of capital allowances	116,468	53,371
Losses (utilised) / not utilised	(79,504)	(76,934)
<b>Total current tax charge ( see above )</b>	£ –	£ –

The Club has a recognised gross tax liability of £2.1 million (2007 : £2.3m) in respect of capital allowances claimed in excess of depreciation which is partially offset by recognised gross tax trading losses of £1.9million (2007 : £2.2m) to carry forward to future periods





## NOTES TO THE ACCOUNTS CONT.

## 5. FIXED ASSET

	CRICKET CENTRE		HEADINGLEY CARNEGIE CRICKET GROUND			OFFICE EQUIPMENT	TOTAL
	FREEHOLD LAND AND BUILDINGS	PLANT & EQUIPMENT	FREEHOLD LAND AND BUILDINGS	PLANT & EQUIPMENT	ASSETS IN THE COURSE OF CONSTRUCTION		
	£	£	£	£	£	£	£
<b>Cost</b>							
At 1st January 2008	535,837	758,603	19,766,989	3,899,738	–	295,918	25,257,085
Additions	–	–	1,128,099	–	420,203	26,332	1,574,634
At 31st December 2008	535,837	758,603	20,895,088	3,899,738	420,203	322,250	26,831,719
<b>Depreciation</b>							
At 1st January 2008	52,500	453,248	1,065,272	2,267,027	–	208,948	4,046,995
Provided in the year	9,888	70,308	195,816	367,812	–	47,258	691,082
At 31st December 2008	62,388	523,556	1,261,088	2,634,839	–	256,206	4,738,077
Net book amount							
at 31st December 2008	£473,449	£235,047	£19,634,000	£1,264,899	£420,203	£66,044	£22,093,642

Net book amount							
at 31st December 2007	£483,337	£305,355	£18,701,717	£1,632,711	£–	£86,970	£21,210,090

Included in the above amount are assets with a net book value of £9,750 purchased under finance leases (2007 - £14,250 ).

6. DEBTORS	2008	2007
	£	£
Trade debtors	324,918	81,586
Other debtors	150,690	167,152
	£475,608	£248,738

7. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2008	2007
	£	£
Leeds City Council loan	433,000	456,000
Bank loan	433,000	456,000
Bank overdraft (secured)	–	137,869
ECB loans	1,050,000	–
Trade creditors	480,690	431,105
Finance leases	5,261	5,260
Social security and other taxes	200,303	164,489
Other creditors	193,411	256,251
Accruals	97,394	161,466
Deferred income	2,102,408	1,840,978
	£4,995,467	£3,909,418

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

	2008	2007
	£	£
Leeds City Council loan	7,466,000	7,899,000
Bank loan	4,148,264	4,581,264
ECB loan	830,000	–
Pride Appeal loans	1,005,000	1,005,000
Finance leases	1,689	7,017
	£13,450,953	£13,492,281

## LOAN AND OVERDRAFT MATURITY ANALYSIS

In one year or less or on demand	1,916,000	1,049,869
In more than one year but not more than two years	2,085,000	1,871,000
In more than two years but not more than five years	3,544,000	3,108,000
In more than five years	7,820,264	8,506,264
	£15,365,264	£14,535,133

The Leeds City Council loan is repayable by 30 April 2020 at an interest rate of 4.5% per annum. The Club has given a First Legal Charge over the freehold property known as Headingley Carnegie Cricket Ground, St Michaels Lane, Leeds to Leeds City Council in respect of this loan. Mr C J Graves has provided a shortfall guarantee in respect of this loan. 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 Second Legal Charge over the freehold property known as Headingley Carnegie Cricket Ground, St Michaels Lane, Leeds in respect of the bank loan and overdrafts. HSBC Bank plc also has a fixed and floating charge over all the assets of the Club, subject to the Legal Charges referred to above. This loan is repayable by 30th April 2017 at an interest rate of 1.5% over the Bank's base rate. Mr C J Graves has also provided a £6.3m guarantee in respect of the indebtedness to HSBC Bank plc. The Pride Appeal has received an interest free loan from Mr C J Graves of £1,000,000 which is repayable on demand with 12 months notice. The Pride Appeal has also received a further loan of £5,000 on similar terms.

## 9. DEFERRED INCOME - CAPITAL GRANTS

	2008	2007
	£	£
At 1st January 2008	4,915,082	5,071,310
Released to Income and Expenditure Account	(156,228)	(156,228)
At 31st December 2008	£4,758,854	£4,915,082

## 10. PROVISIONS FOR LIABILITIES

	2008	2007
<b>Deferred taxation</b>	£	£
At 1st January 2008	29,910	–
Charge to Income and Expenditure Account for the year	15,944	29,910
At 31st December 2008	£45,854	£29,910
The elements of deferred taxation are as follows :		
Difference between accumulated depreciation and capital allowances	590,186	639,649
Tax losses	(544,332)	(609,739)
Deferred tax liability	£45,854	£29,910



## NOTES TO THE ACCOUNTS CONT.

11. SHARE CAPITAL	2008	2007
	£	£
Allotted, called up and fully paid Ordinary shares of 5p each	£374	£379

During the year the Club allotted one Ordinary share to each of 1,934 new qualifying members and redeemed 2,027 Ordinary shares in respect of retiring members. Each member of the Club owns one Ordinary share, and the rights attached thereto are contained within the Club's rules.

12. RESERVES	INCOME AND EXPENDITURE	CAPITAL REDEMPTION RESERVE
	£	£
At 1st January 2008	(842,218)	345
Surplus for the year	351,415	–
Shares in respect of retiring members	–	101
At 31st December 2008	£(490,803)	£446

13. RECONCILIATION OF OPERATING PROFIT TO OPERATING CASH FLOW	2008	2007
	£	£
Operating surplus	1,066,372	1,151,111
Depreciation of tangible assets	691,082	689,694
Release of capital grants	(156,228)	(156,228)
(Increase) in stock	(38,220)	(14,680)
(Increase) in debtors	(226,870)	(48,854)
Increase in creditors	214,691	131,535
Cash inflow from operating activities	£1,550,827	£1,752,578

14. ANALYSIS OF CASH FLOWS	2008	2007
	£	£
<b>Returns on investment and servicing of finance</b>		
Interest received	–	434
Loan interest and facility fees	(699,013)	(785,539)
	£(699,013)	£(785,105)

<b>Capital expenditure and financial investment</b>		
Purchase of tangible fixed assets	£(1,574,634)	£(78,433)

<b>Financing</b>		
Other loans received in year	1,954,000	–
ECB loan repayment	(74,000)	–
Pride Appeal loan	–	1,005,000
HSBC loan repayment	(456,000)	(368,000)
Leeds City Council loan repayment	(456,000)	(368,000)
Issue of ordinary share capital	96	97
Repurchase of ordinary share capital	(101)	(34)
	£967,995	£269,063

### 15. LEASING COMMITMENTS

Operating lease payments amounting to £26,795 (2007 - £26,795 ) are due within one year. The leases to which these amounts relate expire as follows:

	2008 LAND AND BUILDINGS	2008 OTHER	2007 LAND AND BUILDINGS	2007 OTHER
	£	£	£	£
In one year or less	–	–	–	–
Between two and five years	–	26,795	–	26,795
In five years or more	–	–	–	–
	£ –	£26,795	£ –	£26,795

### 16. RELATED PARTY TRANSACTIONS

Mr C J Graves is the Chairman of Costcutter Supermarkets Group. The Club has purchased printing and software maintenance from Costcutter Supermarkets Group Limited. The turnover for the year is £6,111 (2007 - £4,465) of which £nil remains outstanding at 31 December 2008. Costcutter are also sponsors of the Club and boxholders at Headingley Carnegie Cricket Ground under the Club's normal commercial terms.

Mr R A Smith is a part time consultant to DLA Piper Rudnick Gray Cary, who are the Club's solicitors. The turnover with DLA Piper Rudnick Gray Cary in 2008 amounted to £55,096 (2007 - £18,820,) of which £nil remained outstanding at 31 December 2008. Mr Smith is also a non-executive Director of Bartlett Group (Holdings) of which the Club's former insurance brokers, Bartletts, and current pension advisors, Bartlett Life & Pensions, are subsidiary companies. The turnover with Bartletts for the year amounted to £1,222 (2007 - £137,278) of which £131 was outstanding at 31 December 2008.

Mr B Bouttell is a Board member of the Leeds Metropolitan University who are sponsors of the Club under the Club's normal commercial terms.

### 17. PENSIONS

The Club operates defined contribution pension schemes for the benefit of certain employees. The amounts paid during the year were £157,662 (2007 - £147,338). The assets of these schemes are administered in funds independent from those of the Club.





## INDEPENDENT AUDITORS' REPORT

To the members of The Yorkshire County Cricket Club

We have audited the financial statements of The Yorkshire County Cricket Club for the year ended 31 December 2008 which comprise the Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement, the Analysis of Net Debt and the related notes. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the Club's members, as a body, in accordance with section 9 of the Friendly and Industrial and Provident Societies Act 1968. 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.

### RESPECTIVE RESPONSIBILITIES OF DIRECTORS AND AUDITORS

As described in the Board's Responsibilities on page 13, the Club's directors are responsible for the preparation of the Annual Report and Accounts and the financial statements in accordance with applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice).

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Industrial and Provident Societies Act 1965 to 2002. We also report to you if, in our opinion, the Directors' Report is not consistent with the financial statements, if the Club has not kept proper accounting records or if we have not received all the information and explanations we require for our audit.

We read the other information contained in the Annual Report and Accounts and consider whether it is consistent with the audited financial statements.

We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

### BASIS OF AUDIT OPINION

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Club's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion, we also evaluated the overall adequacy of the presentation of information in the financial statements.

### OPINION

In our opinion the financial statements:

- give a true and fair view, in accordance with UK Generally Accepted Accounting Practice, of the state of the Club's affairs as at 31 December 2008 and of its surplus for the year then ended; and
- have been properly prepared in accordance with the Industrial and Provident Societies Acts 1965 to 2002.

**KPMG LLP** 10th February 2009  
Chartered Accountants  
Registered Auditor  
Leeds

## MEMBERS' COMMITTEE – ANNUAL REPORT 2008

The following representatives served on the Members' Committee during the year:

### CHAIRMAN:

Mr S J Mann

### ELECTED MEMBERS:

Miss C Evers  
Mr R A Hilliam  
Mr R Levin  
Mr S J Mann

### APPOINTED MEMBERS:

Mrs C Rymer  
Mr R W Stott  
Mr I Townsend  
Mr J Virr

### IN ATTENDANCE:

Mr S M Regan – Chief Executive

As in previous years Committee meetings continued to be held throughout the year and these were supplemented by discussions of an operational nature with relevant members of the clubs' Management.

The Committee strove throughout the year to support the Management team with the experience held by the various members. Whilst this effort was not always successful it is pleasing to report that by the end of the year significant foundations had been created which will hopefully lead to a more co-operative and productive 2009.

In this report last year I referred to the need to improve the quality and frequency of communications with Members. To this end we held a number of Member forums in the Long Room prior to the start of play. These proved to be well received with over 60 Members attending one such event. A more extensive programme will be scheduled and published for 2009.

Many Members will be aware of my firm belief that a Members' Committee needs to be seen and to be accessible to the membership at large. In 2008 this accessibility improved and I would submit that the Committee is now more available to Members than previously but there is still room for improvement.

The Committee were kept fully briefed on progress with the Pavilion development and are working with the Club on operational matters for when the building becomes operational.

Reports on a number of key issues directly affecting Members were prepared and presented to the Club during the summer. These issues included matters of a communication nature such as the web site and the YCM. Also a detailed list of recommendations on the retail experience offered by the Club was discussed with management. The response to the reports was very positive and ongoing discussions should lead to a number of enhancements being provided for Members in 2009.

There is still an all too frequent reference to the Membership as being just "supporters". There clearly needs to be a more consistent acknowledgment that this is a Members Club and until the membership vote otherwise it will remain so. This issue perhaps underlies the difficulties experienced by the Committee during the year. The Committee does not and has not sought decision making authorities but does feel that a contribution of substance can be made to the decision process.

It is pleasing to record that overall membership numbers continue to grow although it is acknowledged that there is some artificiality in this growth due to the attraction of membership when linked to Ashes tickets. The challenge for all, including Members, will be to hold on to these numbers and work together to take membership back over 10,000 where, for a Club of this stature, it should be.

It is disappointing to report that Carol Rymer and John Virr elected to step down from the Committee during the year. Carol was one of the founders when she was appointed by the Board to the first Members' Committee in 2003. Her experienced and balanced contribution together with her passionate commitment to county cricket and the membership will be greatly missed. John spent a much shorter time on the Committee but he was no less committed and supportive. My sincere thanks to both, they will be missed.

These resignations leave 2 appointed vacancies on the Committee. Steps will be taken early in 2009 to bring the representation up to strength.

As a Director of the Club Robin Smith attended meetings during the last 2 years. Robin is a great advocate of YCCC being a Member's Club. His knowledge and considered views have made a substantial contribution. It is unfortunate that following a Board decision in September he will no longer be attending these meetings. On behalf of all my Committee colleagues we wish to place on record sincere appreciation for his work, advice and support.

I would also like to record my appreciation to my other Committee colleagues for their support and work throughout what was a productive and challenging year. My thanks also go to Vice Presidents Philip Akroyd and David Drabble for their help in hosting guests from visiting counties.

**STEPHEN MANN**  
CHAIRMAN – MEMBERS' COMMITTEE  
Yorkshire County Cricket Club



## AGM MINUTES

Held on Saturday 15th March 2008 in the Members' Long Room of the East Stand, Headingley Carnegie Cricket Ground, Leeds.

### PRESENT:

Colin Graves (Chairman),  
Stewart Regan (Chief Executive),  
Robin Smith (Board Member),  
Brian Bouttell (Board Member),  
David Page (Board Member)  
and Martyn Moxon  
(Director of Professional Cricket).

#### 1. Welcome and Apologies

The Chairman welcomed everyone to the meeting and thanked them for their attendance. The players were represented by Martyn Moxon, the Vice Captain, Anthony McGrath and other team players.

The Chairman reported that the following apologies had been received:

Mr P Akroyd, Mr A Robinson, Mr M Burton, Mr R Middlebrook, Mr B White, Mr A Boddison, Mr R Walker, Mr D Hirst, Dr D Harding, Mr P Johnson, Lady M Byford, Mr G Boycott and Mr D Gough.

The Chairman announced various deaths that had occurred during the year.

#### 2. Minutes of the AGM held on Saturday 17th March 2007

The Chairman asked the meeting to approve the minutes of the AGM held on 17th March 2007.

Two errors in the last minutes were pointed out, namely: that Mr Brian White's name had been listed in the apologies whereas in fact Mr White had been in attendance and secondly Mr A Bosi queried the wording regarding the resolution put forward by Mr Brian White and seconded by himself. The Chairman confirmed these would be corrected in the minutes.

#### 3. Report from the Board, made up of Reports from the Chairman and the Chief Executive

##### Chairman

The Chairman said his report on behalf of the Board had been circulated with the papers and he did not intend to go through it in detail but had a few important points that he wished to mention. The Chairman thanked everyone for their efforts both on and off the field.

The Chairman said that 2007 had been a real 'line in the sand' for Yorkshire County Cricket Club when a number of changes had been implemented in order to move the Club forward. The introduction of our Options Scheme for membership (with five new categories) had resulted in 16% growth in membership to 7,617.

This figure excluded all complimentary memberships and junior memberships were up by 24%. This was a good achievement with 816 members coming into the Club.

Children were the lifeblood of the organisation and the re-launch of Max and Molly Mynah, our mascots had driven our kids' activities forward.

The new electronic turnstile and membership card system had been generally well received although there had been some issues at Scarborough that had been investigated and rectified.

There had been major investment in cricket with the arrival of Martyn Moxon and Darren Gough. The pair had made a huge impact and we had had a great start to the season.

There had been investment in the Strength and Conditioning Department to improve fitness and pre-match preparation. Dean Riddle and Tom Summers had had a positive influence on the players.

The new gymnasium and equipment, plus access to Leeds Met's Sports Psychology Department, had proved invaluable and provided resource which the Club would otherwise have had to purchase externally.

The Chairman commented that "sledding" had recently been discussed in the national and local press and he wanted to make it clear that this was something that Yorkshire County Cricket Club would not tolerate.

At international level, it had been great to see Michael Vaughan become the most successful England Captain ever. Matthew Hoggard had become a father for the first time and 2008 was his benefit year. Matthew had not been included in the current Test Squad and whilst he was disappointed the decision would ultimately benefit Yorkshire in the coming season.

Tim Bresnan and Adil Rashid had been included in the England Lions.

Adil Rashid had also been nominated as the PCA Young Player of the Year.

The Chairman reported that the Club had an excellent group of young players coming through the ranks at the present time.

##### Chief Executive

The Chief Executive referred to his detailed report as circulated and highlighted certain key areas. The main focus this year had been the funding of the new Pavilion and ground development work.

He stated there had been growth in all areas of the business and in essence Club was in a healthy position.

The Mynahs' kids club had been relaunched, additional investment had been made in the Cricket Department and the management team had been strengthened in order to add value to the Club. A new Sales Director, Richard Kaye would be joining the Club on 1st April.

The Chief Executive said the Club were working closely with Leeds Rugby in relation to the management of the Stadium, especially in relation to security and stewarding matters and was pleased to report that this was working well.

To date fund raising at a local level had not been very successful. The Yorkshire Pride Lottery was battling to stand still, and a new tele-sales drive was planned. It was hoped that the new Sales Director would revitalise the lottery in order to improve performance.

Negotiations with Leeds Met University had enabled the Club to obtain the necessary funding for the new Pavilion. It was hoped to get a grant to fund fitting out the interior to Yorkshire's specification including players' areas and the new media centre.

The Chief Executive thanked the staff and management team for their support and hard work. He also thanked the sponsors, in particular Bradford and Bingley, for their continued investment in the Club. Additional thanks were also given to Leeds Met University, Costcutter, Hendersons, Leeds City Council, Sport England, the Members Committee, the Archives Committee and the Year Book Committee.

The Board's promise to develop grass roots cricket in Yorkshire was reiterated. The Club continued to work closely with the Yorkshire Cricket Board and a joint initiative in conjunction with Drax Power had resulted in the creation of a new tournament in 2007, namely the Drax Cup. In the first year 720 children had participated in the Cup with the Final being held at Headingley Carnegie prior to the Yorkshire v Derby Twenty20 Match. It was hoped that 2008 would be equally as successful and over 100 schools had already signed up. A new Community Liaison officer, Shiv Krishan, had been appointed in Bradford to promote the game of cricket. Thanks were due to the Charitable Youth Trust for their support for this initiative.

#### 4. To Receive and Approve the Accounts together with the Independent Auditors Report thereon for the Year ended 31st December 2007

A question was raised regarding the director's remuneration and the Chairman stated that this was due to a bonus that had been paid for a positive performance during the year.

A further question was raised on the direct debit system operated by the Club that appeared to have experienced problems. The Chairman said the Club were investigating this with the company that provided the software and this will be corrected by 31st March 2008.

The Chairman reported on the financial position of the Club as disclosed by the circulated accounts. He advised that there were 833 votes for the Accounts and Auditors Report with 5 votes against the resolution resulting in 99.4% in favour. A show of hands confirmed the approval of the Accounts and Auditors Report.

#### 5. To Discuss Cricket

Martyn Moxon thanked the Chairman for his kind words and said that although there had been a lot of good cricket over the season, especially at the start, ultimately at the end of the season there had been a sense of disappointment. That said, the Club had finished 6th in the Championship, only 27 points behind the County Champions. Our one-day performance had improved which was encouraging. Undoubtedly the rain in the middle of the season affected our momentum that was something we had struggled to maintain.

Inzamam-ul-Haq had been brought in as a replacement overseas player and whilst the logic to recruit him was sound, nevertheless this had not really worked out as everyone would have liked. Martyn Moxon told the meeting that Morne Morkel had not signed for the IPL and was therefore available to play for Yorkshire. There was a slight qualification in that he had been picked for the South Africa tour to India, which did not finish until 16th April. The Club fully expected him to be at Headingley Carnegie no later than 20th April 2008.

The situation with regard to Rana Naved was slightly more complicated. The Club were awaiting confirmation from the Pakistan Cricket Board that they had no objection to Rana playing in England.

Martyn Moxon confirmed that there would be opportunities for some of our younger players to play first team cricket in the coming season.

He was very much in favour of giving opportunities to youth.

Martyn was delighted with the attitude and work ethic of the squad this winter who, despite the fact that they were only contracted from April to September, had been coming in three times per week since November 2007 to improve their fitness. Martyn thanked the coaching and support staff for their efforts and also the members for their continued support. Martyn Moxon said he hoped to deliver winning performances throughout the whole summer and looked forward to the start of the season the following season.

Several questions relating to cricket matters were put to Martyn and dealt with satisfactorily.

#### 6. To elect as President, Mr Brian Close CBE

The Chairman proposed that Mr Brian Close be elected as President in succession to Mr Bob Appleyard.

The Chairman thanked Mr Appleyard on behalf of the Board and the members for the enthusiasm and commitment he had shown as President over the previous two years.

There were a total of 829 votes in support of Mr Close's election and 9 against resulting in a 98.93% vote in favour of the resolution. A show of hands confirmed Mr Close's election.

#### 7. To re-elect a Board Member.

The Chairman proposed that Mr Brian Bouttell be re-elected to the Board. Brian had been a great servant to the Club and he had no hesitation in recommending him for re-election.

There were 824 votes for and 14 against a 98.33% vote in favour of the resolution. A show of hands in the hall confirmed Mr Bouttell's re-election.

#### 8. To Announce the Result of the Election to the Members' Committee

The Chairman advised that Tony Vann had retired by rotation and stood for re-election and Charlotte Evers had offered herself as a new candidate. 1,073 votes had been returned to the Club.





## AGM MINUTES CONT.

Charlotte Evers had received 643 and Tony Vann had received 430. Accordingly Charlotte Evers was elected to the Members' Committee and congratulated on her election success.

### 9. To Elect Mr Geoffrey Cope as a Vice President

The Chairman proposed that Mr Geoffrey Cope be elected as a Vice President of the Club for his services to The Yorkshire County Cricket Club. The Chairman said that Geoff Cope had provided tremendous service to the Club both as a Yorkshire and England player. He had also been a Committee Member and a Board Member for 4 years.

There were 821 votes in favour and 17 against giving a 97.97% vote in favour of the resolution. A show of hands confirmed Mr Geoffrey Cope as a Vice President of the Club.

## 10. Update on Progress in Developing the Headingley Carnegie Cricket Ground

The Chairman said that the Chief Executive had worked hard this year in raising funds to improve the facilities within the ground, in particular players' facilities, media and press areas and additional corporate entertaining suites.

The Carnegie Pavilion would be a dual purpose building, which would double as a teaching facility and on international match days would be handed over to the Club for cricket purposes. Yorkshire CCC would have exclusive use of one third of the building. The building had been designed by Will Alsop who said it was one of the most complex buildings he had ever had to design.

The cost of the new Pavilion was circa £21m and the Club would be responsible for one third of that amount. A discussion ensued on the design and although some people did not like the design the Chairman felt that it would be instantly recognisable the world over when TV cameras were on it. The Club was seeking to pay £1m to LCF&A to buy out their Option on the Wintershed. The Board had been working very closely with Leeds City Council, Leeds

Met University, and other stakeholders. It was hoped that the shell of the building would be erected in time for the npower Ashes Test Match although, unfortunately it appeared unlikely that the building would be ready for occupation. The planning decision was expected in June 2008.

The Chairman invited members to examine the model of the Carnegie Pavilion at the back of the Long Room. He also invited anyone with comments or further thoughts to let him have them in writing.

The Club were now working hard to obtain the necessary funding for the demolition of the Wintershed and if successful a temporary stand could be erected in time for the Test Match against South Africa.

A discussion on car parking took place and the Chief Executive suggested that any queries should be directed to Michael Dooley at the Club offices.

A comment was raised regarding the Rose which had featured on the one day playing kit. The Chief Executive said that the one-day kit was a great commercial opportunity and with the emergence of Twenty20, Yorkshire had been the first Club in the country to capitalise on the commercial sale of one day naming rights. The Rose featured was in fact the Carnegie Rose and the Club were simply carrying the logo of the naming rights partner. The deal is worth over £350K to the Club over a five-year period. The Chief Executive also stated that the LVCC playing kit would continue to carry the Yorkshire Rose to protect the history and tradition of the Club.

**11. To Appoint KPMG LLP as Auditors of the Club,** until the conclusion of the next Annual General Meeting of the Club at which the accounts for the year ending 31st December 2008 are laid.

The result of the vote was 826 in favour with 12 votes against delivering a 98.57% vote in favour of the resolution. A show of hands confirmed the appointment of KPMG LLP as auditors.

## 12. Any Other Business

## 12.1 The President's Medal

The Members' Committee had initiated a new award following from a suggestion by our outgoing President, Bob Appleyard. The Members' Committee would nominate those individuals who they felt deserved recognition for work carried out on behalf of the Club. These nominations would then go forward to the Board for approval.

Geoff Holmes and Vivien Stone both received a President's Medal from the outgoing President, Bob Appleyard for their outstanding contribution to the Club in operating the bookstall and raising substantial funds for the Club.

Mollie Staines was also awarded a President's Medal for her unstinting support of the Academy and age group squads.

**12.2 Charities** - A question was raised regarding the Club's attitude to charities and whether it would consider the sponsorship of a nominated charity. It was agreed that the Club would look at this.

**12.3 Proxy Forms** – A comment was passed by a member that his proxy form had not been received in the mail and he had had to request a duplicate from the Club. The Chairman confirmed that out of circa 7,500 forms sent out only 60 duplicate had been requested however this would be investigated to establish whether there was anything that could be done to improve the situation for the following year.

The Chairman then thanked everyone for their attendance and declared the meeting closed.

BOARD ATTENDANCE FOR 2008		
NAME	POSSIBLE	ACTUAL
C J Graves	7	7
S M Regan	7	7
B Bouttell	7	7
Geoffrey Boycott	7	5
D Page	7	7
R A Smith	7	7





## NOTES

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