

THE YORKSHIRE
COUNTY CRICKET CLUB



presents...

the 2009

ANNUAL REPORT & ACCOUNTS

www.yorkshireccc.com

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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 13th March 2010 at 10:00 am 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 14th March 2009.

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.

3. To receive a report from The Chairman and Chief Executive.

4. To receive and approve the Accounts together with the Independent Auditor’s Report thereon for the year ended 31st December 2009.

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.
5. To receive a report from the Director of Professional Cricket and to discuss cricket matters.

6. To elect as President, Mr Raymond Illingworth CBE.

7. To re-elect as Board Member. Mr Stewart Regan retires by rotation and offers himself for re-election, supported by the Board.

Mr Brian Bouttell retires from the Board with effect from 12th March 2010.


8. To receive notification of the appointment to the Board by Leeds City Council.

Mr David Page has resigned from the Board with effect from the 12th March 2010 following his retirement from Leeds City Council.
9. To announce the result of the election to the Members’ Committee.

10. To update the members on progress in developing the Headingley Carnegie Cricket Ground.

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 2010 are laid.

12. Any other business.
- Yours Faithfully



STEWART 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

On the field, 2009 will be written off by many as a disappointing season, where we performed well for periods, but often not for the full match or consistently throughout each of the four domestic competitions.

Although we did not progress as far as we would have liked in the one-day competitions and were once again battling against relegation in the LV= County Championship, the wrong end of the table for a Club of this stature, there were enough signs of improvement by many individuals to make me optimistic about our future.

Jonathan Bairstow emerged from the Academy with terrific displays with bat and gloves and Azeem Rafiq was not far behind him, while David Wainwright further enhanced his reputation as an all-rounder with his heroics at Hove and Scarborough and Ajmal Shahzad showed he is a fast bowler with immense potential. The successful opening partnership between Jacques Rudolph and a resurgent Joe Sayers was greatly needed and a delight to watch on many occasions.

Another player who had a good season was Andrew Gale and I am looking forward to seeing him leading the Yorkshire side in 2010. He will be the youngest Yorkshire skipper since the great AB Sellers was appointed in 1933, but if the grit, enthusiasm and flair with which he plays his cricket is replicated in his captaincy then I think we have someone who could successfully lead our young team for a number of years. This has already been recognised by England with Andrew's appointment to the England Lions team.

I would like to thank Anthony McGrath for his commitment whilst he was captain in 2009. Being Yorkshire captain meant a huge amount to him and his courageous decision to stand down for the good of the Club is testament to his great character. Unburdened and hungry I hope that a few county attacks will be sick of the sight of Anthony as we go through 2010.

Off the field we have announced a record turnover and surplus thanks largely to successfully staging the 4th npower Ashes Test Match in August. The Test itself was a tremendous occasion at Headingley Carnegie, with the Cricket Ground a picture and everything running like clockwork apart from the England side. Wouldn't it have been nice to have seen the Ashes winning celebrations in Yorkshire?

The new Carnegie Pavilion was in an embryonic stage during the Ashes Test, however work has moved on apace since then and we are on track to have the building fully operational in June 2010, in time to showcase it to the world when the Pakistan v Australia neutral Test is staged at Headingley Carnegie in July. The partnership with Leeds Metropolitan University has certainly been a massive advantage to us over the last few years and without them we would not be currently building one of the finest cricket pavilions in the world. It is also extremely fitting that the area which was called the Lower Wintershed will be in future known as the Trueman Enclosure. It will sit proudly in front of the new pavilion and be a lasting legacy to Fred Trueman, one of Yorkshire's finest ever cricketers.

If you add the ground drainage work that was carried out last winter, the erection of the biggest replay screen and scoreboard in UK sport and our ability to buy out LCF&A's rights on the old Wintershed so we could start work on the Carnegie Pavilion, then it has been a very productive and hugely beneficial year in the history of our famous Ground.

Staging the Pakistan v Australia Test Match provides us with an opportunity that should not be underestimated and that we are determined not to miss. After the successful Ashes Festival in Leeds in 2009 we will, in conjunction with our partners be staging The Yorkshire Cricket Mela in 2010 in the run up to the July Test. We have a large, vibrant and cricket-mad Asian population in our county and this is a chance to engage with them and encourage them to visit our ground as Yorkshire supporters in years to come. For all neutral supporters it is a chance to watch two quality world-class teams play at Headingley Carnegie.

We have said goodbye to a number of players during and after the 2009 season. Our thanks, appreciation and good wishes go to Michael Vaughan, Matthew Hoggard, Deon Kruis, Simon Guy and Chris Taylor. All of them represented Yorkshire with pride and they will be missed. Their departures though, give real chances to the youngsters at the Club in 2010.

We have a tremendous Academy which produces quality players year-on-year and this summer we will learn a bit more about whether some of them are up to the task of wearing the White Rose in first-class cricket.

To Michael Vaughan, may I congratulate him on his personal achievements as England Captain during his term of office and thank him for all the loyalty towards Yorkshire he demonstrated whilst being a centrally contracted player. Undoubtedly he will go down in history as one of England's greatest captains and we are proud that he is also part of Yorkshire's fine history.

This winter there have been eleven Yorkshire players in England squads at different levels, more than any other county and we also have a few more knocking on the door for their chances at international level. We may have to be a little more patient than Yorkshire folk are accustomed to, but even if a fraction of the potential at the Club materialises over the next few summers, we will have some very good cricket to watch. The stance of the Board is to back Martyn Moxon in building a young side that can achieve prolonged success and I cannot wait to see the Yorkshire side develop and mature over the next few seasons.

Yorkshire will be competing in three competitions next season – the top division of the LV= County Championship and newly-relaunched 20 and 40 over competitions – although the Board did not see the new domestic structure as the ideal solution going forward. We were pleased and fought hard to retain the 16-match Championship structure for all our members and the development of our young players.

I'd like to end my report by thanking our members for their passionate support, the Board for their backing and encouragement during a very busy year, the players, coaching and office staff for their hard work, everyone who has contributed commercially and those organisations with whom we have worked in partnership with during the course of the year.

We are making huge strides forward as an organisation and everyone can take great pride in Yorkshire cricket.

May I wish you all a very enjoyable season in 2010.

COLIN GRAVES
CHAIRMAN
Yorkshire County Cricket Club

“We are making huge strides forward as an organisation and everyone can take great pride in Yorkshire cricket.”



CHIEF EXECUTIVE'S REPORT 2009

The last twelve months has been the busiest period since I joined the Board of Directors at Yorkshire County Cricket Club some 4 years ago. The completion of the new outfield and drainage project, the construction of the Carnegie Pavilion in partnership with Leeds Metropolitan University, the staging of two international cricket events including one of the biggest matches in world cricket, the Ashes, the installation of the biggest replay screen in UK professional sport and the management of a business during a very difficult economic climate has meant some very long hours for the staff here at Headingley Carnegie. I am very proud of each and every one of them for their hard work and their achievements during the year.

England went on to win the Ashes, as we all know, with that magnificent performance at The Brit Oval in the 5th npower Test. However, it was a very different story midway through the second day of the previous Test Match here at Headingley Carnegie. If we had not had the heroics of Graeme Swann and Stuart Broad batting against the odds well into the morning of the third day then it could have been one of the shortest Ashes matches in history! England were well and truly hammered inside three days and we were all very disappointed, not least for the thousands of fans who had purchased tickets expecting play on both the 4th and 5th days.

Although the England team struggled at Headingley Carnegie, this criticism certainly could not be levelled at the Yorkshire management team and partners who staged a magnificent Test Match and who received plaudits from the ECB, Cricket Australia and the UK media. This success was due in no small part to the delivery of The Ashes Festival in Leeds - a 10 day extravaganza of exhibitions, lectures, book launches, cricket coaching for children and general cricket fever from many businesses across the county.

The event was staged in partnership with Marketing Leeds, Welcome to Yorkshire and Leeds Metropolitan University and culminated in a national award for the Club from the ECB for Best Integrated Marketing Campaign. An economic impact study carried out during the Test Match showed that £3.1m of economic benefit had been derived for Yorkshire from this global event across just three days of August. This shows the value of international cricket to the region which is why we are working so hard to develop our cricket ground so that we can continue to benefit for many years to come.

Despite managing just three days of our Test Match and seeing the ODI rained off (following the equivalent of one month's rainfall pouring down in just 24 hours last May), the Club has had another outstanding year financially and we are delighted to report another record surplus and increase in turnover. We are grateful to our investors, commercial partners and sponsors who have continued to back the Club and who have helped us to deliver such an excellent set of results.

In particular, I would like to mention Leeds City Council, HSBC, Leeds Metropolitan University and our own Chairman, Colin Graves, without whose support we would be unable to keep developing this Club and making the progress we have seen in the last few years.

At last year's AGM, our Chairman reported that we would be making the final payments owed to Leeds Rugby's parent company, LCF&A, following our purchase of the ground in December 2005. This was duly carried out in March last year and some £3.6m was paid over, thus allowing the Club to commence work on The Carnegie Pavilion development. This project represents a remarkable achievement for the Club, as we never imagined we would be able to make these final payments until the end of our staging agreement in 2019.

In June of this year we will receive the keys for a building which will be the envy of professional sports organisations the world over. Costing £21m and funded with support from Leeds Metropolitan University and Yorkshire Forward, this Pavilion will undoubtedly become one of the most recognisable buildings in the county. Indeed, with a global TV cricket audience of around 500m viewers, it is set to become the most viewed Yorkshire building in the world!

As a club we applaud the vision of the Governing Body of Leeds Metropolitan University who have recognised the very real benefits of linking sport with education. The University's refreshingly enthusiastic approach to assisting this Club, in return for the profile which professional sport provides to their student offer, has been vital in allowing us to make commitments to the ECB about our future plans and I personally have been very grateful that they have stood behind us. As many of you will know, the income from county cricket currently does not allow such major investment as is required to transform an international cricket venue. Therefore, collaboration is required and our partners have risen to the challenge admirably. We hope that you all will be proud of our ground and enjoy the facilities that we can offer for many years to come.

In 2009 we failed to live up to expectations on the field. On too many occasions our batting collapsed and we gave away strong positions by not being able to bowl sides out twice. Our one-day performances, which had showed spirit in 2008 slipped back, whilst our Championship performances relied heavily (again) on some excellent defensive work from the middle and lower batting order. That said, there were some positives to take out of the season, not least the development of a rich vein of young talent which is really starting to capture the attention of the ECB, and the cricket press generally and which offers so much hope for the future. Recently, the Club has had eleven of its young cricketers on duty for England at various age levels and I would like to congratulate Charlie Roebuck, Joe Root and Azeem Rafiq for gaining England U19 honours. Also, congratulations are in order for Adam Lyth, Jonathan Bairstow, David Wainwright, Andrew Gale, Joe Sayers and Ajmal Shahzad for being called up to the England Performance Squad whilst Tim Bresnan and Adil Rashid have gained full England honours. They say that a strong Yorkshire leads to a strong England; well let's hope that our lads can go on to achieve great things for both Club and country!

“...the Club has had another outstanding year financially and we are delighted to report another record surplus and increase in turnover.”



CHIEF EXECUTIVE'S REPORT CONT.

Whilst passing congratulations to those who have gained England recognition, I also wanted to say thank you to Anthony McGrath, for whom I have the utmost respect. At the end of the season Anthony recognised that his captaincy had not delivered the sort of results he wanted and he put the Club first by stating his intention to stand down and let one of his colleagues lead the team going forward.

This, it was hoped, would help him to rediscover the form he had showed in previous years with the bat. It takes a strong man to make such a decision and I know the Board were very proud to see the manner in which Anthony conducted himself during a difficult period.

His decision has opened the door for Andrew Gale to become the Club's youngest captain (at 26 years old) since Brian Sellers, some 77 years ago. Andrew is a very gifted young cricketer who possesses natural leadership skills and we all wish him every success in taking this Club forward.

At the time of writing this report, the news has just broken that Andrew Gale will captain the England Lions against Pakistan in the UAE this February, whilst Ajmal Shahzad has been called up to the full England Test squad to tour Bangladesh. It has been a remarkable year for Ajmal, culminating in him being named Players' Player of the Year. We wish Ajmal every success when he dons the Three Lions shirt in February.

At the end of the 2009 season we said goodbye to a number of our players, Michael Vaughan, Matthew Hoggard, Simon Guy, Deon Kruis, Chris Taylor and James Finch. I would like to thank all of them for the huge contribution they have made to Yorkshire cricket during their careers and wish them every success in the future.

Off the field, there have been two notable new business developments in which the Club is involved. Firstly, the creation of a new charity, The Yorkshire Cricket Foundation, which has been created to try and preserve the history and heritage of the game in the White Rose County, whilst encouraging

participation in the game, supporting health and well-being initiatives and contributing to the education of our youngsters using cricket as a vehicle for learning. The charity is chaired by Sri Lankan businessman, Ram Mylvaganam who is a passionate Yorkshire cricket fan. Donations to the charity are being sought from both individuals and corporate organisations and we all hope that the initiative will be huge success. The first major project to be funded by the charity will be the Yorkshire Cricket Museum, due to open at the ground in the autumn.

Secondly, the Yorkshire Cricket Foundation has entered into partnership with Pro-Coach Cricket Academy, a coaching business set-up by our players, Andrew Gale and Chris Taylor. The new business, called Pro-Coach Yorkshire Cricket Ltd, offers cricket coaching courses and individual master-classes right across the county and has already made a big impact since inception. This company offers the Club a great chance to encourage youngsters across the county to play the game and support the Club, thus contributing to our development going forward.

During the last 12 months, the Club has worked hard behind the scenes to try and protect traditional county cricket for our membership. Given the push for a new domestic structure including calls for a reduced number of matches in the County Championship, the scrapping of the 50 over competition and an ever-bulging fixture list, it was important to ensure that our voice was heard at Lord's. The Board made its representations to retain 16 four-day matches and fortunately this request, with support from many other counties, was upheld. However, despite our request to keep 50 over cricket (to mirror the international calendar), the competition was disbanded and replaced with two newly repositioned 40 and 20 over competitions. We feel that it is important that the three remaining competitions are played on consistent days during the season so that our members and the paying public know which days they can arrange to come and watch cricket.

Unfortunately, the fixture list for 2010 is less than satisfactory, in our opinion, and we shall continue to lobby the ECB for a more logical set of fixtures in future years. That said, the challenge of squeezing in more international fixtures, allowing players to compete in the Indian Premier League and the creation of new competitions like the T20 Champions League has all created greater pressure for the ECB to produce a fixture list that everyone is happy with.

A huge vote of thanks goes to Brian Close, who has given so much of his time to the role of President. Brian has been incredibly supportive of the work carried out by the management team and I would like to express my personal thanks to him and his wife Vivien for their sterling support over the past two years.

I would also like to pass on the thanks of the Board of Directors to the staff, players, sponsors and supporters of the Club, including the many voluntary bodies who put so much time into the Club behind the scenes. In particular I would like to thank the Members' Committee, the Archives Committee, The YCCC Charitable Youth Trust, The Yorkshire CCC Supporters' Association and Geoff Holmes & Vivien Stone who continue to run the Club's second-hand bookstall so successfully. In addition, I would like to thank the Yorkshire Cricket Board, with whom we have developed a very strong association in 2009, for their hard work in ensuring that grass roots cricket continues to thrive in this county.

Looking ahead the Club faces a number of challenges, particularly in the short term. In 2010 we will host the second neutral Test Match between Pakistan and Australia at Headingley Carnegie Cricket Ground. Whilst we are all very excited about the opportunity of engaging with the Asian community, there are risks associated with this match, as we have never staged a neutral event before.

Clearly there are financial risks which will be replicated in 2011, a year in which the Club has no Test Match. In order to safeguard the Club's cash position, the Board of Directors have recently entered into negotiations with its partners to restructure the current term loans in order to provide short term cash relief. Whilst these negotiations are still ongoing we are very grateful to the Chairman, Colin Graves who has confirmed his willingness to cover the Club's short-term cash requirements should this prove necessary.

Finally, to bring my 2009 report to a conclusion I would like to thank you, the Members for your continued support. I look forward to seeing you at Headingley Carnegie over the next few months and let's hope we get a season of good weather, good cricket and good cheer!

STEWART REGAN
CHIEF EXECUTIVE
Yorkshire County Cricket Club

“ They say that a strong Yorkshire leads to a strong England; well let's hope that our lads can go on to achieve great things for both Club and country! ”



DIRECTOR OF FINANCE'S REPORT 2009

The Club has enjoyed another outstanding trading performance in 2009. Income was a record £8.4m, 24% higher than 2008, and Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) was £2.2m, 42% higher than 2008, producing a bottom line surplus before tax of £699k, a 90% increase on 2008.

International cricket was the primary driver for such excellent results. Ticket revenue increased to just over £3.5m (a 73% improvement on 2008), although ticket sales for the ODI in May were below expectations due to the appalling weather and this resulted in the ODI breaking even. The addition of temporary seating and huge demand for tickets meant that the Test match was a sell out for four days. The buzz around an Ashes Test being staged at Headingley Carnegie also helped to drive up commercial income to £2.2m (13% higher than 2008), and membership subscriptions to £744k (22% higher than 2008). Hosting such high profile international cricket unfortunately comes at a cost, and international match expenses increased by 54% over 2008 to £1.3m.

Ticket revenue from domestic cricket increased by 7.5% on 2008 at £331k, very respectable on the face of it, however, this was below budget. Good weather at the end of May and into June drove T20 gate receipts. The Roses match saw the ground at near full capacity and overall gate receipts for the T20 competition were on budget. Gate receipts for the final season of the Pro40 league were poor, especially the floodlit match which made a significant loss.

Gate receipts for the Championship matches were mixed, with low attendances in a very cold April, but building up to respectable numbers during the warmer months, which enabled budget to be delivered for the season. The direct cost of staging domestic cricket rose by 24% to £500k due to increased costs of transportation, accommodation and stewarding.

The Club increased expenditure on ground and stadium maintenance in preparation for the Test match and the Club's cost base was impacted by the continued increase in global energy prices.

Moving away from the Income and Expenditure account, the Club's Balance Sheet has seen some significant changes this year. The book value of fixed assets has increased by £4.3m, primarily as a result of the Carnegie Pavilion development and the remaining option that the Club was required to pay to LCF&A in order for the development to commence. In addition there were the costs of the new outfield and drainage system and the new replay screen, which brings a new dimension to the game with statistics and graphics packages.

As the Club's legal status is as an Industrial and Provident Society it cannot raise any equity finance, whereas a traditional company financing route would be a mix of debt and equity finance. As a result, the Club has had to raise the majority of its required capital through increasing debt and applying for grants. The Club is very fortunate to have such supportive partners who have helped the Club secure the majority of its required capital. These partners are Leeds City Council, Leeds Metropolitan University, HSBC, Yorkshire Forward and the Club's Chairman.

The Club looked to the issue of Debentures and premium membership (namely the Hawke Club) to raise the additional capital to fund the fitting out and maintaining of the Club's areas within the new Pavilion. Due to the recession, the Debenture programme took longer than expected to gather momentum, however as the Pavilion is nearing completion and people can visualise their seats and related facilities, interest has increased. At the time of writing, the Club has raised over £120,000 of which £75,000 was generated in the last 8 weeks. There is still a long way to go until we hit our targets, but the Debenture programme was revised in late November and offers a very attractive way for individual and corporate supporters of the Club to actively back the capital development of the Club. A Debenture brings real value for the enjoyment of the best views and facilities in the Stadium, with the Club hosting at least 9 International Test matches and 10 ODI's between 2010 and 2019.

Long term liabilities have increased in 2009 due to the Club increasing its loan borrowing. The reasons for the increase are firstly to repay the remaining LCF&A option which totalled £3.6m. Secondly, £1.1m was borrowed in order to replenish the Club's cash following the £1.1m Winter Shed termination payment (made to LCF&A in November 2008 using cash received from advance ticket sales for the 2009 Test). The Club also borrowed £200,000 to replenish the Club's cash that was used to fund the legal and associated preliminary costs of the pavilion development. This expenditure was necessary to commence

the development. Increased debt obviously brings increased demands on cash flow as the debt (and associated interest) needs to be repaid, meaning that the Club must continue to generate a healthy trading surplus in order to bring in the required levels of cash to service the debt.

Although the Club is currently in the final stages of negotiating a re-profiling of its capital term loan repayments, the Club's long term plan is to have the majority of debt repaid by the end of the 2019 season, but 2011 is going to be a tough year as there is no Test match, so the Club needs the 2010 domestic and international season to be as successful as possible in order to exceed budget and start the Club on the right foot for 2011.

Looking forward to the 2010 domestic season, there is some very exciting cricket to be enjoyed at Headingley Carnegie with an expanded T20 programme and the Club hosting the Netherlands in the 40 over competition. The cost of staging domestic cricket increases each year and the Club needs to ensure that as many people as possible enjoy watching their county play and that gate receipts at least cover the costs incurred on the day. Needless to say, the Club has an exceptionally loyal membership base that turn out in all weathers to support the Club. The financial contribution from the membership cannot be underestimated with 8% of budgeted 2010 income coming from subscriptions. I hope that as many members as possible will turn out and support Andrew Gale and his team in 2010 and promote cricket at Headingley Carnegie to friends and colleagues.

The 2010 season also brings international cricket at the highest level, with a Test match between Pakistan and Australia in July and an England v Pakistan ODI in September. Both matches should be a wonderful spectacle and will offer something for everyone. The Club was awarded the Test match in a competitive bidding process, based on the local demographic, the excellent new facilities that will be available with the new Carnegie Pavilion and the unique atmosphere that our ground can generate.

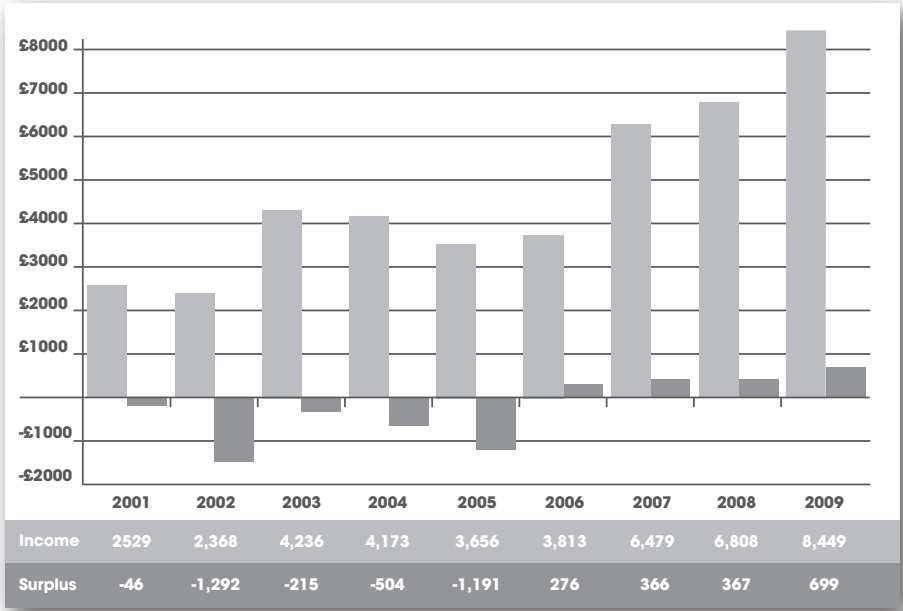
Again, the costs of staging these matches are substantial and we have the opportunity to prove that our Club is one of the finest venues in the world for hosting international cricket, so I would encourage as many people as possible to come, enjoy some fantastic cricket and support the Club.

2009 was my first season at the Club and I have been privileged enough to meet a number of members and would like to thank them for such a warm welcome. I look forward to making more friends in 2010.

To summarise my report, financially the Club has had an excellent 2009 and is investing in its future through the Carnegie Pavilion, but that investment has to be financed. Therefore I would again ask all members to promote their Club whenever possible and encourage others to invest in the ground, either by simply buying a ticket to an international match, bringing a group of friends to a domestic fixture, purchasing a hospitality package to celebrate a birthday or by purchasing a Debenture.

Charles Hartwell

CHARLES HARTWELL ACA
DIRECTOR OF FINANCE
Yorkshire County Cricket Club





DIRECTOR OF PROFESSIONAL CRICKET'S REPORT

It is with some frustration that I write my report for the 2009 season. Unfortunately, I find myself repeating a number of things from 2008. Last year I reported that we may have been inconsistent, but at times we played very good cricket. 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 games having been in a strong position and we missed opportunities to press home our advantage.

Much of 2009 mirrored this description. Too often we were unable to maintain the pressure on the opposition and let them off the hook. We missed opportunities when in good positions, both with the bat and the ball. A very disappointing aspect of last season was the number of catches we dropped – it doesn't matter what standard of cricket you are playing, if you drop catches you don't win matches!

I was particularly disappointed with our one day results last season. We had done well in the previous two seasons in this form of the game, but the above points are particularly relevant here. We were in good positions on numerous occasions but either a batting collapse, a couple of dropped catches or a sloppy period of bowling meant the game was lost.

However, there were some positive aspects to our cricket in 2009. We were very good at fighting back from difficult positions in Championship cricket. We showed a lot of character under pressure on a number of occasions and proved to be hard to beat. We fought extremely hard in the last couple of months of the season to retain our First Division status. We produced tremendous performances at Basingstoke and Hove to win vital games. We showed that we are capable of performing under pressure and this gives me great optimism for the future.

The First Division of the County Championship is a very competitive league with little between most teams. The fact that we finished 7th, but only 9 points behind 4th shows how close the competition is. A couple of wins and we would have finished 2nd.

The major difference between the Champions, Durham, and the rest is the ability to take 20 wickets. They have the strongest bowling unit in the country. There are several reasons in my opinion, why we have been unable to take 20 wickets more often. I have mentioned the dropped catches, but allied to that are the pitches we are playing on. Generally the pitches we play on in the First Division are flat and have produced a large number of draws throughout the season. It has been particularly frustrating for us that the pitches at Headingley Carnegie seem to get better as the game progresses, rather than deteriorate to help produce a natural result.

With this in mind, Andy Fogarty has taken off the top two inches of turf on the square. He has replaced it with finer soil and grass in the hope that the surface will wear naturally as the game progresses and as a consequence there will be more assistance for the bowlers towards the end of the match. This will hopefully produce some interesting cricket and help the development of our cricketers.

I was pleased with the individual development of a number of players over the season.

Ajmal Shahzad grew in stature and maturity during the season and produced some magnificent performances with both bat and ball.

Joe Sayers played some excellent innings and the hard work he has undertaken on his technique paid off.

Jonathan Bairstow was elevated to the 1st XI and scored runs under pressure on numerous occasions and his wicket keeping also improved over the season.

David Wainwright had more 1st XI opportunities and he contributed again with both bat and ball showing what a tremendous competitor he is.

Gerard Brophy played some very important innings and generally kept well, although he was hampered by a couple of serious injuries.

Azeem Rafiq came into the 1st XI and looked at home at that level – he also scored his maiden 1st class century at Worcester.

Andrew Gale continued to develop his batting – in the second half of the season he was magnificent, opening the innings in one day cricket, and he played some very important innings under pressure in the Championship.

Jacques Rudolph continued to play a major role for us and continues to be an integral part of the team.

I think it is also important for me to mention Anthony McGrath. Last season turned into a major challenge for him. He started in great form and his 211 at Edgbaston was magnificent. However, as the season progressed and particularly following a nasty car accident in mid-June, both the results of the team and a loss of his own form weighed heavily on his mind. However, he continued to work extremely hard on his game and on leading the team to safety in the First Division. He cares deeply about the Club and I would like to take this opportunity of thanking him for all his efforts in what was a difficult season. I know he will be back to his best next season.

The individual development of our players has been highlighted by the fact that we have had 11 players selected this winter for a variety of England squads.

Tim Bresnan and Adil Rashid have been selected for the full England squad.

Andrew Gale, Joe Sayers, Ajmal Shahzad and David Wainwright have been selected for the EPP squad.

Jonathan Bairstow and Adam Lyth have been selected for the ECB Development squad.

Azeem Rafiq, Charlie Roebuck and Joe Root have been selected for the England U19 squad.

This shows the potential we have at the Club and the challenge now is to turn individual talent into team success.

Our 2nd XI and Academy teams had a great deal of success last season.

The 2nd XI were robbed by the weather from reaching the Championship play-off final and they won the one day trophy.

The Academy finished 3rd in the Yorkshire League and won the Knockout Cup.

As a result of some fine performances by our younger players, the Club had to make some difficult decisions at the end of the season. None more so than allowing Matthew Hoggard to leave. This was not done lightly, but it was felt that with the future in mind, we need to give opportunities to our younger players so their development can be accelerated. This policy may prove challenging in the short term, but hopefully it will pay dividends in the long term.

As well as losing Matthew, both Michael Vaughan and Deon Kruis have retired and I wish them well in their respective careers in the future. I would also like to thank Simon Guy for all his effort and enthusiasm as a Yorkshire cricketer. He has been an excellent and loyal servant to the Club.

In summary, we are trying to develop a squad that will be successful for a sustained period. We are working towards identifying the players we believe will achieve this and although we still have work to do, I believe in time we will succeed.

Thank you for your continued support and patience.

MARTYN MOXON
DIRECTOR OF PROFESSIONAL CRICKET
Yorkshire County Cricket Club



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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 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.

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.



INCOME AND EXPENDITURE ACCOUNT

for the year ended 31st December 2009

NOTE	2009	2008
	£	£
Income		
Subscriptions	744,579	607,509
Ground admissions and match guarantees	330,728	307,710
England and Wales Cricket Board	1,616,935	1,813,591
International matches	3,510,641	2,023,832
Commercial income	2,232,156	1,967,001
Other income	14,180	88,528
	8,449,219	6,808,171
Cricket expenses:		
Staff remuneration and employment expenses	1,937,167	1,778,654
Match expenses:		
International	1,307,938	847,624
Domestic	500,156	402,776
Development expenses	113,749	188,533
Other cricket expenses	278,242	341,686
Grants received	(174,293)	(169,686)
	3,962,959	3,389,587
Administration expenses:		
Staff remuneration and employment expenses	449,208	379,917
Printing, postage and advertising	59,318	56,865
Audit fee	17,263	20,000
Other administrative expenses	90,264	79,035
	616,053	535,817
Marketing expenses:		
Staff remuneration and employment expenses	295,986	330,117
Ticket office expenses	121,350	87,404
Sponsorship expenses	119,860	121,839
Printing, postage and promotional expenses	186,336	131,022
Other marketing expenses	30,794	53,326
	754,326	723,708
Ground expenses:		
Staff remuneration and employment expenses	294,067	238,669
Maintenance and utility expenses	560,473	318,236
Lease rentals	3,360	928
Depreciation	711,994	691,082
Loss on disposal of fixed assets	213,600	-
Release of capital grants	(157,598)	(156,228)
	1,625,896	1,092,687
Loan interest and similar amounts payable:		
Loan interest	556,500	376,283
Bank interest	217,585	289,778
Bank facility fees	13,375	25,000
Lease and finance interest	3,699	7,952
	791,159	699,013
Surplus for the year before taxation	698,826	367,359
Taxation	4	(15,944)
Surplus for the year after taxation	596,522	351,415

BALANCE SHEET

as at 31st December 2009

NOTE	2009	2009	2008	2008
	£	£	£	£
Assets employed:				
Fixed Assets	5	26,402,337		22,093,642
Current Assets:				
Stocks		59,161		80,000
Debtors	6	353,214		475,608
Cash at bank and in hand		1,016		111,895
		413,391		667,503
Creditors: amounts falling due within one year	7	(4,650,158)		(4,995,467)
Net current liabilities		(4,236,767)		(4,327,964)
Total assets less current liabilities		22,165,570		17,765,678
Funded by:				
Creditors: amounts falling due after more than one year	8	16,874,612		13,450,953
Deferred income - capital grants	9	5,036,256		4,758,854
Provisions for liabilities	10	148,158		45,854
		22,059,026		18,255,661
Capital and reserves				
Called up share capital	11	369		374
Capital redemption reserve	12	457		446
Income and expenditure account	12	105,719		(490,803)
		106,544		(489,983)
		22,165,570		17,765,678

These accounts were approved by the Board on 7th February 2010.

S M REGAN, CHIEF EXECUTIVE

C J GRAVES, CHAIRMAN

The accompanying notes form an integral part of these accounts

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.

CASH FLOW STATEMENT

for the year ended 31st December 2009

	NOTE	2009	2008
		£	£
Cash inflow from operating activities	13	2,307,512	1,550,827
Returns on investments and servicing of finance	14	(791,159)	(699,013)
Capital expenditure and financial investment	14	(5,234,289)	(1,574,634)
Cash (outflow) before financing		(3,717,935)	(722,820)
Financing	14	3,264,842	967,995
(Decrease) / increase in cash in the period		(453,093)	245,175
Reconciliation of net cash flow to movement in net debt			
(Decrease) / increase in cash in period		(453,093)	245,175
HSBC loan repayment		433,000	456,000
Leeds City Council loan repayment		493,000	456,000
Leeds City Council loan - additional borrowings		(1,101,000)	-
Graves Family Trusts loans		(3,600,000)	-
C J Graves loan		(200,000)	-
Debentures		(83,348)	-
Other loans - ECB net repayment / (receipt)		793,500	(1,880,000)
		(3,717,941)	(722,825)

ANALYSIS OF NET DEBT

	AT 1 JAN 2009	CASH FLOW 2009	OTHER CHANGES 2009	AT 31 DEC 2009
	£	£	£	£
Cash at bank and in hand	111,895	(110,879)	-	1,016
Overdraft - current	-	(342,213)	-	(342,213)
	111,895	(453,093)	-	(341,198)
Debt due within one year				
HSBC loan	(433,000)	433,000	(465,000)	(465,000)
Leeds City Council loan	(433,000)	493,000	(589,000)	(529,000)
Other loans ECB	(1,050,000)	793,500	(505,000)	(761,500)
Debt due after one year				
HSBC loan	(4,148,264)	-	465,000	(3,683,264)
Leeds City Council loan	(7,466,000)	(1,101,000)	589,000	(7,978,000)
Pride Appeal loan	(1,005,000)	-	-	(1,005,000)
Graves Family Trusts loans	-	(3,600,000)	-	(3,600,000)
C J Graves loan	-	(200,000)	-	(200,000)
Other loans ECB	(830,000)	-	505,000	(325,000)
Debentures	-	(83,348)	-	(83,348)
	(15,365,264)	(3,264,848)	-	(18,630,112)
TOTAL	(15,253,369)	(3,717,941)	-	(18,971,310)

NOTES TO THE
ACCOUNTS

for the year ended 31st December 2009

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.

The Club's share of the costs associated with the development and fit-out of the Carnegie Pavillion will be capitalised at the point of invoice. All costs incurred to date have been capitalised within Assets in the Course of Construction. Depreciation of the development will commence on practical completion. Depreciation is calculated to write down the cost of fixed assets by equal annual instalments 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.

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 instalments 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.

NOTES TO THE ACCOUNTS CONT.

(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. Financial position

The Club is in a net current liability position of £4.2m (2008: £4.3m). This includes deferred income of £646k (2008: £2.1m). Details of the loan and overdraft maturity analysis which impact on the financial position can be found in Note 8.

The Club is currently in the latter stages of negotiations to re-profile the repayment of amounts due to certain lenders in 2010 and 2011. The Directors are confident that these negotiations will be concluded satisfactorily based on written assurances that they have received from all parties involved. In the unlikely event that a final agreement is concluded which is not satisfactory to the Club and its ability to meet scheduled capital repayments to these lenders, Mr C J Graves has agreed to provide such cash flow support as the Club requires.

Amounts due to these parties at 31 December 2009 are reflected in the Balance Sheet in accordance with existing agreements. The Board therefore considers it appropriate to prepare the financial statements on a going concern basis.

3. DIRECTORS REMUNERATION	2009	2008
	£	£
Wages and salaries	168,000	137,000
Social security costs	20,782	16,847
Pension costs	19,350	19,200
	208,132	173,047

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

4. TAXATION	2009	2008
	£	£
UK corporation tax		
Current tax on income for the period	-	-
Adjustments in respect of prior periods	-	-
Total current tax	-	-
Income tax	-	-
Deferred tax (see note 10)	102,304	15,944
Tax on surplus on ordinary activities	102,304	15,944
Surplus on ordinary activities before taxation	698,826	367,359
Current tax at 28.0% (2008:28.5%)	195,671	104,697
Effects of:		
Expenses not deductible for taxation purposes	-	-
Non taxable income	(154,842)	(141,661)
Depreciation for the period in excess of capital allowances	169,060	116,468
Losses (utilised) / not utilised	(209,889)	(79,504)
Total current tax charge (see above)	-	-

The Club has a recognised gross tax liability of £1.7m (2008 : £2.1m) in respect of capital allowances claimed in excess of depreciation which is partially offset by recognised gross tax trading losses of £1.1m (2008 : £1.9m) to carry forward to future periods.

NOTES TO THE ACCOUNTS CONT.

5. FIXED ASSETS							
	CRICKET CENTRE		HEADINGLEY CARNEGIE CRICKET GROUND				
	FREEHOLD LAND AND BUILDINGS	PLANT & EQUIPMENT	FREEHOLD LAND AND BUILDINGS	PLANT & EQUIPMENT	ASSETS IN THE COURSE OF CONSTRUCTION	OFFICE EQUIPMENT	TOTAL
	£	£	£	£	£	£	£
Cost:							
At 01 January 2009	535,837	758,603	20,895,088	3,899,738	420,203	322,250	26,831,719
Additions	-	-	3,713,708	516,407	967,428	36,746	5,234,289
Disposals	-	-	(240,000)	-	-	-	(240,000)
Transfers	-	-	603,306	-	(603,306)	-	-
At 31 December 2009	535,837	758,603	24,972,103	4,416,145	784,325	358,996	31,826,008
Depreciation:							
At 01 January 2009	62,388	523,556	1,261,088	2,634,839	-	256,206	4,738,077
Provided in the year	9,883	70,296	199,827	401,918	-	30,070	711,994
Written off on disposal	-	-	(26,400)	-	-	-	(26,400)
At 31 December 2009	72,271	593,852	1,434,515	3,036,757	-	286,276	5,423,671
Net Book Value:							
At 31 December 2009	463,566	164,751	23,537,588	1,379,387	784,325	72,720	26,402,337
Net Book Value:							
At 31 December 2008	473,449	235,047	19,634,000	1,264,898	420,203	66,044	22,093,642

6. DEBTORS	2009	2008
	£	£
Trade debtors	232,501	324,918
Other debtors	120,713	150,690
	353,214	475,608

7. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2009	2008
	£	£
Leeds City Council loan	529,000	433,000
Bank Loan	465,000	433,000
Bank overdraft (secured)	342,213	-
ECB loans	761,500	1,050,000
Trade creditors	1,133,988	480,690
Finance leases	1,690	5,261
Social security and other taxes	249,746	200,303
Other creditors	317,818	193,411
Accruals	203,088	97,394
Deferred income	646,114	2,102,408
	4,650,158	4,995,467

8. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	2009	2008
	£	£
Leeds City Council Loan	7,978,000	7,466,000
Bank Loan	3,683,264	4,148,264
ECB Loan	325,000	830,000
Pride Appeal Loans	1,005,000	1,005,000
CJ and J Graves Accumulation and Maintenance Trusts Loans	3,600,000	-
C J Graves Loan	200,000	-
Debentures	83,348	-
Finance Leases	-	1,689
	16,874,612	13,450,953

LOAN AND OVERDRAFT MATURITY ANALYSIS		
In one year or less or on demand	1,755,500	1,916,000
In more than one year but not more than two years	2,655,000	2,085,000
In more than two years but not more than five years	2,905,000	3,544,000
In more than five years	11,314,612	7,820,264
	18,630,112	15,365,264

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 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 currently 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. In addition, the Club also received from Mr C J Graves an interest free loan of £200,000. The C J Graves Accumulation and Maintenance Trust and J Graves Accumulation and Maintenance Trust each loaned the Club £1,800,000 during the year. These loans bear interest at the rate of 5.5% per annum and are repayable in April 2014.

9. DEFERRED INCOME - CAPITAL GRANTS	2009	2008
	£	£
At 1st January 2009	4,758,854	4,915,082
Received in year	435,000	-
Released to Income and Expenditure Account	(157,598)	(156,228)
At 31st December 2009	5,036,256	4,758,854

Grants received during the year relate to a 'prfp award' of £400,000 from the England and Wales Cricket Board in relation to the provision of new drainage facilities. In addition, the Club received a £35,000 grant from the Yorkshire Cricket Foundation in relation to costs incurred during 2009 on the creation of the new cricket museum.

10. PROVISIONS FOR LIABILITIES	2009	2008
	£	£
Deferred taxation		
At 1st January 2009	45,854	29,910
Charge to Income and Expenditure Account for the year	102,304	15,944
At 31st December 2009	148,158	45,854
The elements of deferred taxation are as follows:		
Difference between accumulated depreciation and capital allowances	462,148	590,186
Tax losses	(313,990)	(544,332)
	148,158	45,854

NOTES TO THE ACCOUNTS CONT.

11. SHARE CAPITAL	2009	2008
	£	£
Allotted, called up and fully paid Ordinary shares of 5p each	369	374
During the year the club allotted one Ordinary share to each of 106 new qualifying members and redeemed 215 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 2009	(490,803)	446
Surplus for the year	596,522	-
Shares in respect of retiring members	-	11
At 31st December 2009	105,719	457
13. RECONCILIATION OF OPERATING PROFIT TO OPERATING CASH FLOW	2009	2008
	£	£
Operating Surplus	1,489,984	1,066,372
Depreciation of tangible assets	711,994	691,082
Loss on disposal of tangible assets	213,600	-
Capital grants received	435,000	-
Release of capital grants	157,598	(156,228)
Decrease / (increase) in stock	20,839	(38,220)
Decrease / (increase) in debtors	122,394	(226,870)
(Decrease) / increase in creditors	(528,701)	214,691
Cash inflow from operating activities	2,307,512	1,550,827
14. ANALYSIS OF CASH FLOWS	2009	2008
	£	£
Returns on investment and servicing of finance		
Interest received	-	-
Loan interest and facility fees	(791,159)	(699,013)
	(791,159)	(699,013)
Capital expenditure and financial investment		
Purchase of tangible fixed assets	(5,234,289)	(1,574,634)
Financing		
Other loans received in year:		
Leeds City Council	1,101,000	-
Graves Family Trusts	3,600,000	-
CJ Graves	200,000	-
ECB	30,500	1,954,000
Debentures	83,348	-
ECB loan repayment	(824,000)	(74,000)
HSBC loan repayment	(433,000)	(456,000)
Leeds City Council loan repayment	(493,000)	(456,000)
Issue of ordinary share capital	5	96
Repurchase of ordinary share capital	(11)	(101)
	3,264,842	967,995

15. LEASING COMMITMENTS

Operating lease payments amounting to £26,795 (2008 - £26,795) are due within one year. The leases to which these amounts relate expire as follows:

	2009	2009	2008	2008
	LAND AND BUILDINGS	OTHER	LAND AND BUILDINGS	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 Limited. The Club has purchased printing and software maintenance from Costcutter Supermarkets Group Limited. The turnover for the year is £1,438 (2008 - £6,111) of which £nil remains outstanding at 31 December 2009. 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 was a former part time consultant to DLA Piper, who are the Club's solicitors. The turnover with DLA Piper in 2009 amounted to £188,402 (2008 - £55,096) of which £2,616 remained outstanding at 31 December 2009. Mr Smith was 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 £nil (2008 - £1,222) of which £nil was outstanding at 31 December 2009.
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. Leeds Metropolitan University are also a major partner in the development of the Carnegie Pavilion.
Mr S M Regan is a Board Member and Trustee of the Yorkshire Cricket Foundation (YCF). During the year, the YCF awarded grants of £35,000 in respect of the new museum of cricket development.

17. PENSIONS
The Club operates defined contribution pension schemes for the benefit of certain employees. The amounts paid during the year were £201,639 (2008 - £157,662). 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 2009 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

The Club's Directors responsibility 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) are set out in the Statement of Directors' Responsibilities on page 15.

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 2003.

In addition we report to you if, in our opinion, 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 2009 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 2003.

AJ STONE (Senior Statutory Auditor)
for and on behalf of KPMG
LLP, Statutory Auditor
Chartered Accountants
Leeds

7th February 2010

AGM MINUTES

Held on Saturday 14th March 2009 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)
Martyn Moxon (Director of Professional Cricket)
Stephen Willis (Leeds Metropolitan University)
384 members.

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 Captain Anthony McGrath, Tim Bresnan, Steve Patterson, James Finch and James Lee.

The Chairman reported that the following apologies had been received:

Mr G Boycott, Mr P Cussons, Lord Mayor of Bradford Howard Middleton, Mr P Johnson, Dr D Harding, Mrs Farmer, Mr D Hirst, Mr and Mrs P Akroyd, Cllr R Walker, Mr S Sykes, Mr K Taylor, Mr Brian White and Mr I Townsend.

The Chairman announced the names of individuals who had died during the year and a minute's silence was held.

2. Minutes of the AGM held on Saturday 15th March 2008

The Chairman asked the meeting to approve the minutes of the AGM held on 15th March 2008. A show of hands approved 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. However, there were several points he wished to raise. He thanked everyone at the Club for their efforts both on and off the field and was particularly pleased with another healthy performance including a cash surplus of

around £1m. This was a fantastic result and members should recognise the progress that the Club was making as it was clear they were going from strength to strength.

Referring to cricket matters, the Chairman apologised to members for the failure to register Azeem Rafiq and the negative publicity this had caused for the Club. Systems had been put in place to ensure such incidents would never be repeated, otherwise from the Board's perspective it had been an encouraging year. The team had done a tremendous job in the last LV= County Championship match of the season and had kept their place in the First Division.

Darren Gough retired as Captain last year and the Club would miss his enthusiasm and larger than life presence around the ground. The Chairman thanked Darren on behalf of the Board and expressed his best wishes to Anthony McGrath as the new Captain for 2009.

On other issues, the Chairman said the construction of the Carnegie Pavilion had commenced and was on schedule, due to be completed in spring 2010. The outfield project was coming to fruition and the turf was ready to be laid. One of the ambitions of the Board when it was first created was to complete the development of the cricket ground and it was satisfying to see that substantial progress was being made towards achieving this goal. In response to a member's query regarding the Club's perceived over-reliance on international cricket the Chairman made the following points:

- a) The ECB Chairmen's meeting had been held in January 2009 when Test cricket in particular was a key discussion item. One recurring theme coming out of this meeting was that English grounds were the only places in the world where sell-out matches occurred. If support for the England Test Team could be maintained this would sustain international cricket for the future. However it would be a challenge for all venues to achieve this and it was necessary to ensure that facilities at international grounds were of the highest possible standard.

b) The Chairman reminded members of the Club's long term Staging Agreement, which still had 12 years left to run. This guaranteed international cricket at Headingley Carnegie with the exception of 2011, which was a huge plus for the Club. It meant we did not have to engage in a competitive bidding process, which was putting substantial financial pressure on other venues.

c) The prices for tickets at Headingley Carnegie for international cricket in 2009 were the cheapest of any test match ground in the country. It was not the Club's intention to overprice tickets. Rather we wished to adopt a pricing policy to fill the ground. The Chief Executive confirmed that higher prices were necessary in 2009 due to the associated costs of staging the biggest match in English test cricket.

So far as the future was concerned it was essential that the Club continued to generate enough income to develop the ground and put itself in the strongest possible position to fulfil its obligation in staging matches in the Staging Agreement and to bid for other unallocated matches. There were other opportunities available, including the possibility of hosting Pakistan's home international matches here in England due to the recent political unrest and terrorist activity back in their home country.

The Board were determined to make Headingley Carnegie one of the best cricket grounds in the country and therefore the Club needed to generate sufficient funds. The Chief Executive had been tasked with making this happen.

Chief Executive

The Chief Executive referred to his detailed report as circulated and highlighted certain areas. The Club were six weeks away from the start of the new cricket season and were in the process of getting the ground ready for the first home game on 26 April. The management team were confident that the outfield would be ready to start the season on time.

AGM MINUTES CONT.

Looking back over the last 12 months the Chief Executive said he was delighted with the continued financial progress which had resulted in a third successive surplus and turnover growth of around 5%. This was an outstanding performance in the current economic climate.

The cricket had started with a pre-season fixture in Abu Dhabi where the Club had won the Pro-Arch Trophy. In the one day competitions in 2008 the Club had reached the semi-finals of the Friends Provident Trophy, achieved promotion to Division One in the NatWest Pro 40 and reached the quarter-finals of the Twenty20 competition. In the County Championship we had retained our place in the First Division with a valiant team effort on the final day of the season. Congratulations must go to Adil Rashid and David Wainwright for their role in saving the Club's position in the First Division.

The Chief Executive passed on the Board's congratulations to Adil Rashid for being selected for the England Test Squad and offered further congratulations to Tim Bresnan and Ben Sanderson for achieving England honours over the last 12 months. He also offered his apology to members for the non-registration of Azeem Rafiq and stated how impressed he had been with Azeem Rafiq's personal handling of the whole event. It was satisfying to note that Azeem was very close to receiving his British passport which would allow him to represent England in the future.

Various changes were outlined in the Cricket Department including the appointment of John Blain as Academy Captain and Assistant Bowling Coach to Steve Oldham. The Club had created a succession plan for key roles and John had been identified as a successor to Steve Oldham when the latter retires from the Club. Andy Rowsell had taken over as Head Coach for the Emerging Players Programme (EPP), which indicated a substantial investment in young players. It also showed intent on behalf of the Club to forge closer links with the YCB and strengthen the Pathways to Excellence programme.

Ashley Metcalfe had been appointed as General Manager for the Indoor Cricket Centre and had been tasked with developing new income streams to grow the profitability of this particular part of the business and look to generate new revenue through non cricket areas such as trade shows, conferences and meetings.

Particular mention was made regarding one of the Club's casual coaching staff, Tony Pickersgill, who over the previous 12 months had delivered programmes linked to the Advanced Apprenticeship in Sporting Excellence (AASE) enabling seven of our Academy players to achieve formal educational qualifications. Tony should take great credit for the fact that Yorkshire were the first county in the country to see its players pass successfully through this programme.

Further changes have been made in the administration area of the Club. The Sales and Marketing Departments had been split and the Club had appointed Richard Kaye as Sales Director with a brief to grow the commercial revenue of the Club. Kate Edge had been promoted to Senior Marketing Manager supported by a new Community Marketing Manager, Alison Giles, who had re-launched the Club's junior membership scheme and was working on a series of other youth initiatives. James Buttler, the Club's PR and Communications Manager had delivered a number of improvements to the way in which the Club communicated with its members. The Yorkshire Cricket Magazine (YCM) had gone from strength to strength and was an excellent publication. The website continued to be enhanced with the launch of White Rose TV featuring news, interviews and special features. A webcam had been connected to the website home page to allow people to view the ground development work taking place and the introduction of earpiece radios had allowed people to listen to the BBC commentary of all home games at Headingley Carnegie and Scarborough.

The Chief Executive thanked the Club's media partners, in particular the BBC (both Look North and BBC Radio Yorkshire), Yorkshire Radio and Calendar Sport. The Yorkshire Post, Yorkshire Evening Post and other local press were thanked for the coverage they give to Yorkshire cricket.

In 2009 the Club's Yearbook was being re-packaged and reformatted. It would feature, for the first time, a dust jacket in full colour and would be available for sale in the high street as well as the Club shop. A free copy was being included in the membership fee in order to keep the Yearbook as a viable proposition. Members were reminded that the Club's Yearbook was the only hardback county cricket yearbook available in the country and dated back to the 19th century. Thanks were passed to David Warner, James Greenfield and Roy Wilkinson for the many hours of voluntary work they had put into this project.

It was an appropriate time to mention the Official History of Yorkshire County Cricket Club. This book, which had been written by Derek Hodgson in the mid 1980's, was being updated and re-launched with the help of Carnegie (Leeds Metropolitan University). The Chief Executive was delighted to advise members that the book was on sale at the AGM for any interested parties. Thanks were passed to both Derek Hodgson and Leeds Metropolitan University for ensuring this important piece of work could be finalised.

The Club's Finance Department had been restructured and Charles Hartwell had been recruited as Finance Director to support the Chief Executive. It was important that the Club could continue to invest in new projects in the future and the Finance Director had been tasked with reviewing the Club's balance sheet and identifying appropriate ways of helping the Club achieve its goals in the future. David Ryder had now moved into the role of Stadium Facilities Manager whilst Mike Dooley had taken up a new role as Project Manager for the Carnegie Pavilion development.

The Members' Committee, through its Chairman Stephen Mann, continued to provide regular feedback regarding communication, customer service and retail. As a result of this feedback, the Club had taken the decision to appoint a new Customer Services Manager, Helen Longley, who would also have responsibility for ticketing and membership. Lisa Jackson and Yvonne Iredale would report into Helen Longley. The Members' Committee had organised a series of forums across the county and these had been held in December and January. Those who had attended had found these very useful and it was agreed these would continue in future years.

The Archives Committee had provided valuable support for the Club and the Board appreciated their work. A decision had been approved by the Board to create a new Museum and Visitor Centre on the ground floor of the East Stand immediately below the Long Room. The Chief Executive invited members to look at museum images displayed at the AGM which illustrated what the Museum would look like when completed. Thanks were passed to David Hall, the Chairman of the Archives Committee, for his work on this project which would allow various items of memorabilia currently stored in the Archives at Morley to be exhibited for members to enjoy.

The Chief Executive took the opportunity to pay tribute to Colin Graves for providing financial support for the Club in order to keep the Pavilion development on track. His assistance had allowed the Club to re-structure its banking arrangements and repay a substantial amount of money to LCF&A in order to finalise the purchase of the cricket ground. Colin's continued support for the Club was very much appreciated and something we simply could not do without.

He also thanked the Club's partners, particularly Leeds Metropolitan University whose financial, marketing and sports related support had been outstanding. Their financial assistance had allowed the Club to invest in new areas and the Carnegie Pavilion is set to become one of the most impressive buildings in professional sport anywhere in this country. The Chief Executive expressed thanks to Bradford & Bingley who were experiencing difficulties but who had been a great sponsor for the Club. Other partners, namely Costcutter and Aunt Bessie's, Dent Steel, Miller Homes, Henderson Insurance and Canterbury had all supported the Club in recent times and their ongoing support was much appreciated. In addition, thanks were expressed for the support of the ECB, Leeds City Council, Yorkshire Forward, Sport England and HSBC.

The Chief Executive said a lot of people worked for the Club on a voluntary basis and put in an enormous amount of time and effort. The people who ran the Bookstall and the Supporters' Association provided income that was ploughed back into the Club via overseas trips and coaching classes for players both in this country and abroad.

There was also a band of volunteers who could be called on at very short notice to assist with large mail shots to members. They are Clifford Gregg, Brenda and John Smith, Keith and Joyce Wootton, Vivien Stone, Geoff Holmes, David Crowther, Doug Peel, Audrey Woodhouse, Nigel Pullan and Brian Senior. The Chief Executive was very grateful and thanked them for all their hard work, which he accepted in large part goes unrecognised but does save the Club money.

4. To receive and approve the Accounts together with the Independent Auditors' Report thereon for the year ended 31 December 2008

The Chairman advised that there were 1,171 votes for the Accounts and Auditors' Report with 4 votes against the Resolution and 1 abstention. This resulted in 99.66% of votes cast being in favour of the Resolution. A show of hands confirmed the approval of the Accounts and Independent Auditors Report.

5. To receive a report from the Director of Professional Cricket and to discuss cricket matters

Martyn Moxon stated that the 2008 performances had been very mixed. As far as one-day cricket was concerned he had been pleased with the progress that the Club had made and the fact that the progress in 2007 had been continued. Martyn paid tribute to the team for their performance in the final match at Hove in the LV= County Championship. No praise could be high enough for the skill, concentration and determination of the lower order batsmen.

The squad had to learn to keep the momentum going in matches, as there was a tendency to start matches in a positive frame of mind and develop a strong position but then let the concentration slip resulting in a loss of points. Although the Club were not winning matches towards the end of the summer, we had still managed to accumulate bonus points and they had proved vital at the end of the season.

Behind the scenes the players had worked hard in maintaining fitness levels, had a good work ethic and were supportive of each other. Martyn Moxon said the full squad were fully behind Anthony McGrath as Captain and had recognised what a good job he had done deputising for Darren Gough when required. Martyn thanked the support staff for all their hard work in 2008.

Looking forward, there were a number of challenges in 2009, not least because of the challenging fixture list he had raised with the Board and with the ECB.

AGM MINUTES CONT.

At this point Anthony McGrath addressed the members and stated that he had enjoyed captaining the side briefly in 2003 and was looking forward to leading the team on a full-time basis. Both Martyn Moxon and Anthony McGrath wished Simon Guy every best wish as he had been seriously ill in recent weeks.

In response to a question on the position of Kolpak players, the Chief Executive advised that both the ECB and the UK Border Agency were currently producing the guidelines on what qualifications were necessary to allow professional cricketers to work in this country. It was likely that these qualifications would be much more rigorous and there would undoubtedly be a reduction in the number of Kolpak players, and indeed overseas players, who were able to work in England and Wales.

6. To re-elect as President, Mr Brian Close CBE

The Chairman proposed that Mr Brian Close be re-elected as President for his second term of office.

There were 1,164 votes in support of Mr Close's re-election and 11 against giving a 99.06% vote in favour of the resolution. A show of hands confirmed Mr Close's re-election.

7 (a). To elect as Board Member, Mr Stephen Willis

The Chairman advised that Stephen Willis, Director of Finance and Resources at Leeds Metropolitan University, had been co-opted onto the Board when the Heads of Terms on the new Pavilion had been signed. Colin Graves said Stephen Willis had been working closely with the Chief Executive in getting the development going and that he had no hesitation in recommending that Stephen Willis become a full member of the Board.

There were 1,131 votes in favour and 44 against, with one abstention giving a 96.26% vote in favour of the resolution. A show of hands confirmed Mr Willis' election to the Board.

7 (b). To re-elect as Board Member, Mr Geoffrey Boycott

The Chairman proposed that Mr Geoffrey Boycott be re-elected to the Board. Geoffrey was a very enthusiastic member of the Board and the Chairman said he had no hesitation in recommending him for re-election.

There were 1,140 votes in favour and 35 against, with one abstention giving a 97.02% vote in favour of the resolution. A show of hands confirmed Mr Boycott's re-election.

8. To announce the result of the election to the Members' Committee

The Chairman advised that Mr Stephen Mann had retired by rotation and stood for re-election. Stephen Mann had done an excellent job on the Members' Committee and the Chairman had no hesitation in supporting Mr Mann's re-election.

There were 1,269 votes in favour and 15 against giving a 98.83% vote in favour of the resolution. A show of hands confirmed Mr Mann's re-election.

9 (a). To elect Mr Robin Smith as a Vice President

The Chairman proposed that Mr Robin Smith be elected as a Vice President of the Club for his services to The Yorkshire County Cricket Club. The Chairman said YCCC owed Robin Smith a very big thank you. Robin had, over the years, taken on the roles of President, Chairman and Board Member.

There were 1,156 votes in favour and 19 against giving a 98.38% vote in favour of the resolution. A show of hands confirmed Mr Smith's election as a Vice President of the Club.

9 (b). To elect Mr Ken Taylor as a Vice President

The Chairman proposed that Mr Ken Taylor be elected as a Vice President of the Club. The Chairman said Ken Taylor had played three Test Matches for England and the Board had no hesitation in recommending him to be elected as a Vice President of the Club.

There were 1,170 votes in favour and 5 against giving a 99.57% vote in favour of the resolution. A show of hands confirmed Mr Taylor's election as a Vice President of the Club.

10. To update the members on progress in developing the Headingley Carnegie Cricket Ground

The Chairman said that 7 years ago, when a new Board of four directors comprising of Robin Smith, Brian Bouttell, Geoff Cope and himself took over, the Club was in an almost impossible situation, with a long unsatisfactory lease, no income streams, a ground half finished and other problems. Those four people had an ambition to continue the development of the ground and negotiate a better deal with Leeds Rugby. This culminated in a successful deal to buy the ground from Paul Caddick, the final payment for which would be made on Monday 16 March.

This last obstacle being removed has enabled the Club, in conjunction with Leeds Metropolitan University, to develop the fantastic new Pavilion with world-class facilities.

The Carnegie Pavilion would be the first dual use cricket pavilion and university teaching facility in the country.

The Pavilion would be capable of accommodating all media requirements including Sky TV, secondary broadcasters and the BBC would have radio commentary positions for use by broadcasters around the world. The press box would become a lecture theatre and be used throughout the year by Leeds Metropolitan University students when major matches were not being played.

The Club would be taking a long lease to operate within the Pavilion, which would also house the Club's administration and cricket staff.

The Pavilion will cost Leeds Metropolitan University £21m, of which the Club will contribute approximately £7m, by way of a £4m grant from Yorkshire Forward and the remaining £3m either in cash or an annualised rental payment.

The Board were asked what facilities within the Pavilion would be available to members on either county or international match days. The Chairman responded that as yet no decision had been made and discussions were to take place with the Members' Committee, although it had to be recognised that following such a significant capital investment the Club needed to maximise the earning potential of the Carnegie Pavilion. The Wintershed had been demolished at the end of 2008 and following the granting of planning permission work would continue throughout the Ashes requiring very stringent operational plans, working with the ECB to minimise disruption.

The new Pavilion would also allow us to put YCCC on the map, as it would be the most watched building in Yorkshire as TV audiences reached approximately 500m people for popular Test matches.

The closed season saw the start of work on relaying the outfield. This project was financed by a £600K grant from the ECB also included a new drainage and irrigation system and ducting to accommodate cabling required round the Ground which could be used if the Club decided to proceed with the installation of floodlights.

Re-leveling the outfield also provided the opportunity to install additional seating to partly offset loss of seats in developing the new Pavilion.

Although the weather had caused some delays, the contractors were confident that it would be ready to play the first match on 26 April. This vindicated the Club's decision to move the last match of 2008 to Scarborough. A much thicker turf was being installed at Headingley Carnegie and this allowed the re-laying of the outfield to take place at a later date.

The Chief Executive then explained that the Club were also required to install a permanent replay screen as part of its commitment to the ECB. This is part of the progress towards model ground status. The new replay screen would be installed during the early part of the 2009 cricket season and would certainly be in situ for the One Day International on 21 May. Thanks were expressed to the anonymous Yorkshire member who had offered financial support to assist the Club in making this acquisition.

A series of questions were raised from the floor relating to the ground developments and these were addressed by the Chairman and Chief Executive.

11. To appoint KPMG LLP as auditors of the Club

The resolution 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 31 December 2009 are laid, was put to the meeting.

The result of the vote was 1,148 for and 27 against, giving a 97.7% vote in favour of the resolution. A show of hands confirmed the appointment of KPMG LLP as the Club's auditors.

12. Any other business

Nominations had been received by the Board from the Members' Committee for the presentation of the President's Medal.

Veronica Denby and Clifford Gregg both received a President's Medal from Brian Close, the Club's President, for their outstanding service to the Club.

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



MEMBERS' COMMITTEE ANNUAL REPORT 2009

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

CHAIRMAN:

Mr S J Mann

OTHER ELECTED MEMBERS:

Miss C Evers

Mr RA Hilliam

Mr R Levin

APPOINTED MEMBERS:

Mr. G Clark

Mr. RW Stott

Mr. I Townsend

IN ATTENDANCE:

Mr S M Regan - Chief Executive

As in previous years, meetings of the Committee were held throughout the year with the Chief Executive attending each meeting and other senior managers as the agenda required.

Two issues continue to dominate the activity and objectives of the Committee. Firstly, how to constantly improve communications with members and secondly, seeking opportunities to assist the management of the Club by making the expertise within the Committee constantly available. Substantial progress has been achieved with the first issue and little with the latter.

The provision of a channel for members to raise topics and to become better informed is becoming well established through the forums held in the Long Room during the season and meetings held around the county during the winter months. Long Room gatherings are increasingly well attended and whilst there is some repetition in topics raised, the discussions are both informative and productive. A full programme of forums will again be held through the 2010 season.

Winter meetings have not been so well attended although those members who have taken the trouble to participate have, without exception, asked for a similar schedule to be available each winter. Several such meetings will take place in January and February 2010 after which consideration will be given to winter 2010/11 and specifically to attendance levels at each venue.

Reference was made in this report last year to representations made to the Club in the summer of 2008 on communications through YCM and the web site together with a substantial report on the retail experience for anyone visiting Headingley Carnegie. Whilst early discussions were positive, it is disappointing that overall progress has not been as consistent and substantive as it might have been. The shop continues to be the subject of less than favourable feedback, both in terms of cost and range of goods available. The YCM has moved forward and is less "tabloid" in content, but there is progress to be made. Changes are to be made to the website and these will be installed in early 2010. Disappointingly, the members of the Committee with expertise in this area were not consulted on these changes.

It has long been the view of the Committee that the Club needs to do much more to encourage families and younger supporters. It is therefore pleasing to report that the Club and Committee worked closely to develop the new family tickets offered with membership packages for 2010. The ticket offers excellent value and it is hoped it will prove to be of such attraction that we see many more families enjoying a day out at Headingley Carnegie and Scarborough and thereby develop long-term relationship with the Club.

Clearly price is only one aspect in assessing true value. Other issues will need to be addressed if Headingley Carnegie is to become widely known as a true family venue and not for unruly behaviour on big match days. The proposition will need to be widened to include family facilities in the ground and the Committee will be supporting and working with the Club as this work takes shape.

One of the key issues during the year was the ECB plan to reduce the County Championship to enable the extension of the Twenty20 format, an extension proposed against the background of falling attendances across the country at such games. The Committee consulted with members and thereafter lobbied the Club to resist any such reduction. The view put forward was that whilst there is no resistance to the shorter format of the game, it has a place but should not be allowed to dominate the programme, a sensible balance being required to cater for all tastes and commercial realities.

At the end of the year, discussions were ongoing with the Club on the future programme and spectator facilities for games at Scarborough and on the designation of further member only areas at Headingley Carnegie to be installed when the building work on the Pavilion is completed.

Early in the year, the Committee was strengthened when Graham Clark joined as a Board appointed member. Graham has brought to the Committee considerable business and cricket experience, particularly in relation to youth cricket and he has quickly made a contribution of substance.

In the last few years this report has stressed the need to maintain and enhance the existing membership concept. It is the view of the Committee that such status should remain and members can be assured that every effort will be made on their behalf to ensure the continuance of the membership constitution.

STEPHEN MANN
CHAIRMAN - MEMBERS' COMMITTEE
Yorkshire County Cricket Club

ARCHIVES COMMITTEE ANNUAL REPORT 2009

The Archives Committee has experienced an extremely busy year with a range of activities and projects undertaken.

Fifty years ago, the Championship win in 1959 was the start of a run of seven Championship wins through into the sixties. This was celebrated at the Opening Lunch and with displays in the Long Room cabinet, which have jogged a few memories for members. The notes on previous encounters between our opponents, produced in recent seasons by Roy Wilkinson and Nigel Pullan, for notice boards and in the boxes, has now been extended in an abridged format on the championship match scorecard.

The portrait of Sir Leonard Hutton loaned to Yorkshire to mark the 70th Anniversary of his record breaking 364 at the Oval in 1938 was returned to Lord's early in the year. Prior to its return we were able to copy the portrait in the form of a canvas print with the agreement of the Hutton family. One of these is now on display in the Taverners Suite of the Rugby Pavilion.

At the invitation of Leeds Rugby, we have assisted with the creation of a collection featuring the greatest events and personalities in Headingley's history as a venue of rugby and cricket.

As part of the build up to the Ashes Test we assisted with the Ashes Festival in Leeds. The Ashes Exhibition in the Leeds Museum was the background to a number of events held in support of the Festival. Christopher Martin-Jenkins presented a lecture on the Ashes Tests at Headingley Carnegie in the new Leeds Metropolitan University Business School (the Rose Bowl) for which we provided supporting information and illustrative materials.

On 19 August, by arrangement with the Leeds Civic Trust, the Committee unveiled a "Blue Plaque" at 4 Welton Grove, Burley, the early home of Hedley Verity. We were delighted that his son Douglas was present to carry out the unveiling. A short address was given by the Civic Trust Chairman, Robin Smith and then by Douglas Verity to the select gathering. The Yorkshire Regiment provided a bugler and the Regimental Secretary read a poem compiled by David Fine as a tribute.

The Indoor Cricket School Bar area has received a face lift with sketches of the Yorkshire Legends, pictures of successful teams and photographs of the current squad to be updated annually.

The Museum project has progressed well with the appointment of Mather & Co as the contractors who will undertake the assignment with the support of the Committee. They have an impressive track record having been responsible for the Lawn Tennis Museum at Wimbledon and the Arsenal and Manchester City Museums among others. The layout has been determined and work is now well advanced with the selection of material to support the various themes for the initial displays. It is hoped that the opening will take place in the early autumn.

The new series of Legends' DVDs featuring another group of Yorkshire Legends; Sir Leonard Hutton, Freddie Trueman, Jimmy Binks, Bryan Stott and Ken Taylor, Don Wilson and Dickie Bird was launched. We are delighted that the Cricket Society in a review of the series comments that the Trueman Tribute "exemplifies all that is good about the project" and praises the "enlightened administration" for preserving the past with this series of interviews.

The Committee has represented the Club on the Fred Trueman Statue Appeal providing images and advice to the sculptor, Graham Ibbeson. The project will come to fruition in March 2010 with the installation of the statue in Skipton.

During the year we have acquired at auctions, by direct purchase and been gifted a number of interesting items of memorabilia. We are indebted to all those who have found these items in drawers, lofts and cupboards and are always hopeful of more.

The Club website has information on our displays and other activities which is regularly updated by James Greenfield. We seek to spread details of our activities by talks to cricket societies and tours of Headingley Carnegie.

We are most fortunate in having a team of dedicated Committee Members with a mix of expertise who continue to give their time to bring our various activities to fruition and for which I am most appreciative.

DAVID HALL CBE TD
CHAIRMAN ARCHIVES COMMITTEE
Yorkshire County Cricket Club

COMMITTEE MEMBERS DURING 2009

J C David Allan
Peter Anderson
Richard Coates
Ron Deaton
James Greenfield
Harold North
Roy Wilkinson
Mick Pope

PRESIDENT, BOARD MEMBERS,
STAFF AND PLAYERS

PRESIDENT
Brian Close CBE

PRESIDENT ELECT
Raymond Illingworth CBE
(to be confirmed at the AGM)

BOARD MEMBERS

Chairman	Colin Graves
Chief Executive & Secretary	Stewart Regan
Director	Robin Smith
Director (retires at the AGM)	Brian Bouttell
Director	Geoff Boycott
Nominee of Leeds City Council (retires at the AGM, new nominee to be confirmed)	David Page
Nominee of Leeds Met	Stephen Willis

STAFF

Chief Executive	Stewart Regan
PA to Chief Executive	Liz Neto
Receptionist	Kirsty Robinson
Director of Finance	Charles Hartwell
Financial Controller	Louise Barrowcliffe
Accounts Assistants	Bisi Bamgboye Vanessa Appleyard
Sales & Marketing Director	Richard Kaye
Commercial Manager	James Hogg
Hospitality Manager	Simon Pixsley
Sponsorship Services Manager	Howard Ferguson
PR & Communications Manager	James Buttler
Senior Marketing Manger	Kate Edge
Marketing Manager	Paul Mitchell
Community Marketing Manager	Alison Giles
Marketing Executive	Hayley Wood
Yorkshire Pride Lottery Manager	Jane Ferguson
Club Shop Manager	Barbara Noble
Ticket Office & Customer Service Manager	Helen Longley
Membership Co-ordinator	Lisa Jackson

Ticket Office Co-ordinator	Yvonne Iredale
Stadium Facilities Manager	David Ryder
Carnegie Pavilion Project Manager	Michael Dooley
Indoor Cricket Centre Manager	Andy Rowsell
Catering Manager	Graham Hallam
Head Groundsman	Andy Fogarty
Groundstaff	Christian Dunkerley Gareth Millthorpe
Maintenance Manager	Bernard Grant
Maintenance Staff	Adam Matthews Michael Nguyen

CRICKET STAFF

Director of Professional Cricket	Martyn Moxon
Director of Cricket Operations	Ian Dews
Batting Coach	Kevin Sharp
Bowling Coach	Steve Oldham
Assistant 1st Team Coach	Craig White
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

Andrew Gale (CAPTAIN)
Jacques Rudolph (VICE-CAPTAIN)
Tim Bresnan
Gerard Brophy
Anthony McGrath
Adil Rashid
Joe Sayers

OVERSEAS PLAYER
Ryan Harris

2ND XI CAPPED PLAYERS

Jonathan Bairstow
Gary Ballance
John Blain
Oliver Hannon-Dalby
James Lee
Adam Lyth
Steve Patterson
Richard Pyrah
Azeem Rafiq
Ajmal Shahzad
David Wainwright

CONTRACTED STAFF
Lee Hodgson

JUNIOR PROS
Joe Root
Ben Sanderson

ACADEMY PLAYERS

Moin Ashraf
Henry Chadwick
Callum Geldart
David Girling
Jack Hargreaves
Jack Hughes
Alex Lees
Alex Lilley
Jordan Lowe
Rochelle Petty
Gurman Randhawa
Charlie Roebuck
William Root

BOARD ATTENDANCE FOR 2009

NAME	POSSIBLE	ACTUAL
C J Graves	7	7
S M Regan	7	7
B Bouttell	7	7
G Boycott	7	7
D Page	7	7
R A Smith	7	7
S Willis	7	6



The Yorkshire County Cricket Club, Headingley Carnegie Cricket Ground, Leeds LS6 3BU
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