

THE 2011  
**ANNUAL  
REPORT &  
ACCOUNTS**

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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 24th March 2012 at 10:00am for the purpose of transacting the following business:

### AGENDA

- |   |  |  |   |
|---|--|--|---|
| <p><b>1</b> To receive apologies for absence.</p> <p><b>2</b> To confirm the Minutes of the Annual General Meeting held on Saturday 19th March 2011.</p> <p>If any Member has a query as to the accuracy of the Minutes, it would be appreciated if this could be raised with the Secretariat in advance in order to save time at the meeting.</p> <p><b>3</b> To receive a report from the Chairman.</p> | <p><b>4</b> To receive and approve the Accounts together with the Independent Auditor's Report thereon for the year ended 31st December 2011.</p> <p>It would be appreciated if advance notice could be given of any questions that might require some research in order to save time at the meeting.</p> <p><b>5</b> To receive a report from the Director of Professional Cricket and to discuss cricket matters.</p> <p><b>6</b> To elect as President, Mr. Geoffrey Boycott OBE.</p> | <p><b>7</b> To elect as Board Member, Mr. Steve Denison.</p> <p>Mr. Geoffrey Boycott OBE retires by rotation and does not offer himself for re-election.</p> <p><b>8</b> To announce the result of the election to the Members' Committee.</p> <p><b>9</b> To appoint Dr. Keith Howard as an Honorary Life Member of the Club.</p> <p><b>10</b> To appoint Mr. Richard Hutton as a Vice-President of the Club.</p> | <p><b>11</b> 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 2012 are laid.</p> <p><b>12</b> Any other business.</p> |
|---|--|--|---|

Yours Faithfully,



**COLIN GRAVES**  
CHAIRMAN

The 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, coffee and biscuits will be available on arrival.





## CHAIRMAN'S REPORT

Looking back on 2011 I would summarise the year in three simple words - "DISAPPOINTING YET OPTIMISTIC".

On the playing side of our business I think that we all entered the season feeling fairly confident that we would do reasonably well after finishing third in 2010. We certainly felt that we had a platform to build upon, and that our players would develop and prosper with the experiences they had already established. Unfortunately the dreams turned to nightmares as despite winning the last match of the season at home to Somerset, we plummeted headlong into Division 2 for 2012.

Yes I was disappointed, frustrated and annoyed that all our high expectations evaporated into a sense of reality, that in 2012 we would not be playing Championship cricket at the highest level of competition. My frustrations were also well documented in the press as I knew many of our members, supporters and sponsors were feeling the same, and that even though the truth may hurt some players - it had to be said, that we under-performed badly and some players did not step up to the mark when the opportunity was there to take.

On the positive side of our performances we saw a new generation of future stars emerging, and Messrs Bairstow, Root, Ballance and Rafiq are fantastic prospects for hopefully many years to come in the Yorkshire colours. Ryan Sidebottom was welcomed back to the county by everybody and he performed fantastically, both with ball and bat. I hope that the rest of the

team take a lead from Ryan's efforts, and prove that they too have the capability to perform at the highest level.

Andrew Gale, our Captain, was as disappointed as myself and was even more frustrated when he had to miss the last six weeks of the season with a broken arm. The Board has every confidence in our Captain, and I ask all the players to totally support him in 2012 as he deserves to achieve some success with his total dedication to the Club, members and players.

On the management/coaching side of cricket I also felt for Martyn Moxon as Director of Professional Cricket, who is totally passionate for the Club to do well and to achieve success in winning trophies and competitions. At the end of the year, and with a great deal of consideration, we totally revamped the coaching structure of the Club, as we all believed that we had become stale and stereotyped in our support for the players and strategy. In 2012 we welcome Jason Gillespie, Paul Farbrace and Richard Damms as a new coaching management team supporting Martyn and Ian Dews and we all look forward to a new positive era for the Club.

Financially, as you will read in Charles Hartwell's report, our performance was as per our budgeted expectations - another substantial loss on the back of no Test Match at Headingley Carnegie in 2011. This just proves that developing stadia such as ours requires regular income to support

the infrastructure and maintenance of such venues. On the positive side of this, under our Staging Agreement with the ECB we will have International Test Match cricket at Headingley Carnegie each year until at least 2019.

As a Board we have invested heavily in players, coaching, the ground facilities and supporting the community, so let us all look forward to some success in the future to reward our expectations and ambitions.

I must also take this opportunity to thank our partners, investors and sponsors in helping us through a very difficult year, and I cannot praise too highly HSBC, Leeds City Council and Leeds Metropolitan University for their fantastic support for the Board and the Club.

To our sponsors, I acknowledge that you may be disappointed like many of us. However, now is the time we require your continued support so please stick with us as I feel optimistic that you will be associated with a "winning Yorkshire team" in the future.

I must also pay tribute to the Members' Committee, the Archives Committee, the Museum of Cricket, under David Hall, The Yorkshire County Cricket Club Charitable Youth Trust, The Yorkshire Cricket Foundation, the Yorkshire Supporters' Association, The Players' Association, Geoff Holmes and Vivien Stone who operate the bookstall so successfully, The Yorkshire Cricket Board and all our many volunteers who help the Club in various ways.

At this point I must also thank our retiring President Ray Illingworth who has carried out his duties admirably, and has represented the Club in a most distinguished and professional manner. It has been a privilege and pleasure to have worked with such a great cricketing legend.

One other important thank you is to all our staff at The Yorkshire County Cricket Club who this year had to endure difficult times, under tight budget controls and staff reductions. To you all, I cannot thank you enough and your efforts are greatly appreciated by me, the Board and the members. The Board would like to congratulate Andy Fogarty (our Head Groundsman) who won the ECB 2011 Groundsman of the Year Award, Four-Day Category and was the runner up in the One-Day category. These awards are a credit to the hard work of all the ground staff team, well done.

To my fellow Board members, I also pay tribute to you for your encouragement, advice and support in helping to steer The Yorkshire County Cricket Club in a direction that we all wish to go - financially viable and professionally successful. Here I must mention one Mr Geoffrey Boycott who retires from the Board this year after seven years' service and is being proposed by your Board as our next President.

Geoffrey has been immense as a Board member, ambassador, supporter, fund-raiser, broadcaster and is famed for his

cricketing knowledge throughout the world. It has also been a privilege to have worked with such a great person and enthusiast for The Yorkshire County Cricket Club and I cannot recommend too highly that you support the Board's nomination of "GB" as the next President of The Yorkshire County Cricket Club. He thoroughly deserves the highest honour the Club can bestow upon him.

And finally to you our members, I owe you a sincere debt of gratitude for your continued support. I know at times you may think, 'why do I continue my membership?' when you look at performances, match scheduling, financial results and other areas of disappointment or complaint.

I would therefore ask you personally to take away those negative thoughts, and let's all be positive and look forward with optimism to a new successful season. I know that our players, coaches and staff are all desperate to do well in 2012 - however, we need your continued support for the good of The Yorkshire County Cricket Club.

"We saw a new generation of future stars emerging, and Messrs Bairstow, Root, Ballance and Rafiq are fantastic prospects"

May I wish you all a very enjoyable 2012 season, and I look forward to meeting you during the season.

**COLIN GRAVES**  
CHAIRMAN

The Yorkshire  
County Cricket  
Club



## DIRECTOR OF FINANCE'S REPORT

Although it is disappointing to report a second consecutive loss, I am encouraged that despite some one off expenditure, the Club is able to report a deficit before tax that is consistent with budget. We can look forward to a return to sustained surpluses from 2012 when a full schedule of international cricket returns to our Club.

I have changed the format of the Income and Expenditure Account this year and I believe that the revised format gives more insight into how the Club is performing. Total year on year revenue has fallen by £379k (6.5%) to £54m. However like for like revenue has actually increased by 6%. Three quarters of this increase is attributable to the ODI

which fell on a Friday in 2011, as opposed to a Sunday in 2010, with the balance of growth attributable to improved revenues at the Yorkshire v Lancashire Friends Life t20, and commission receivable from Scarborough CC, which was helped by the staging of their first Friends Life t20 match.

Total trading expenditure (excluding interest and depreciation) has fallen by £1.1m (18%).

If International cricket expenses are stripped out, the Club managed to achieve a 10% reduction in expenditure. This was driven through forward price agreements of utility prices, tight control over general facility overhead and savings driven from headcount reduction, including not replacing the CEO. The cost of staging the ODI was higher in 2011 than 2010 due to the fixture falling on a Friday rather than a Sunday, which resulted in a higher staging fee, and higher overall hospitality costs due to increased demand.

The Balance Sheet is consistent with expectation. Reductions in the value of fixed assets are a function of depreciation and there has been minimal capital investment during 2011 mainly comprising of final costs of the Carnegie Pavilion. Short-term creditors have increased from £3.6m to £6.0m. £1m of this increase relates to deferred income (advance ticket sales) for the forthcoming Test Match, the balance representing the reclassification of term loan commitments from long-term to short-term liabilities as capital repayment holidays come to an end. In addition, as expected and agreed with HSBC, the Club ended the year overdrawn and the cash asset in 2010 became a liability in 2011.

The Sales and Marketing Director left the Club in December 2011 which presented an opportunity to re-assess the commercial offering and focus on the opportunities that lie

ahead in both cricket and non-cricket activities. Headcount savings recorded in 2011 will not, however, be repeated in 2012. Hopefully this investment should improve the customer experience for members and visitors to the ground and drive sustained increases to both the top and bottom lines.

To summarise, 2011 performed in line with budget in respect of both income and expenditure. I fully expect to report marked and sustained improvement to the Club's trading position from 2012, driven by the return of Test cricket. From a debt position, the Club's objective is to repay term debt as soon as possible whilst ensuring that there is sufficient operating cash to cover any unforeseen incremental cost or downside to revenue. To this end, I am looking at re-phasing long term capital debt repayments to balance the desire to repay debt with cash flow risk. I would like to take this opportunity to thank our Chairman, HSBC, and Leeds City Council for their continued support.

I have been asked by a number of members to present and comment on match attendance figures, and therefore, I have included a chart with my report. I am happy to record that both Domestic and International attendances exceeded expectation.

1st XI match attendances were 93,584 (72,439 at Headingley and 21,145 at Scarborough) and a sell-out

crowd of 16,573 attended the ODI. In terms of spectator volume by match category, 39,193 people watched LV County Championship Cricket, 38,980 watched Friends Life t20 cricket and 15,411 watched CB40 cricket.

It goes without saying that as an international venue there are always a considerable number of empty seats at domestic cricket matches and I would encourage every member to bring friends and family to a game whenever possible. With the exception of Graham's excellent catering provision in the Cricket Centre, the Club does not directly benefit from the sale of food and beverages within the Ground (the Club receives a fixed annual payment) and it is always challenging to strike a balance between setting ticket prices that attract more spectators, and ensuring overall revenue is sufficient to, firstly, cover the costs of the match, and secondly to generate a contribution towards the considerable costs that a ground of this size incurs.

I mentioned earlier that there will be investment in new staff during 2012. In addition, there will be investment in member and guest facilities. The Long Room will benefit from a new carpet and within the Cricket Centre, the kitchen and serving area will have a complete refurbishment.

Graham and Linda will therefore be able to enhance their offering on match days, and also cater for the increasing demands for parties and corporate

events. There will also be enhancements to the Club's retail facilities in response to recommendations from Barbara Noble.

The Club will celebrate its 150th anniversary in 2013 and there will be a number of special events throughout 2013 to mark this milestone. The sesquicentennial anniversary of the Club should provide a great excuse to promote and be proud of our great Club.

Finally, I would like to take this opportunity to state my appreciation of the Yorkshire Cricket Taverners. From within their number, the 'Taverners' play an active role in the Club and their generous annual donation is both welcome and appreciated, as is the work of all our volunteers and committees.

I look forward to a prosperous and exciting 2012 season and wish you all the very best.

*Charles Hartwell*

**CHARLES HARTWELL ACA**  
DIRECTOR OF FINANCE

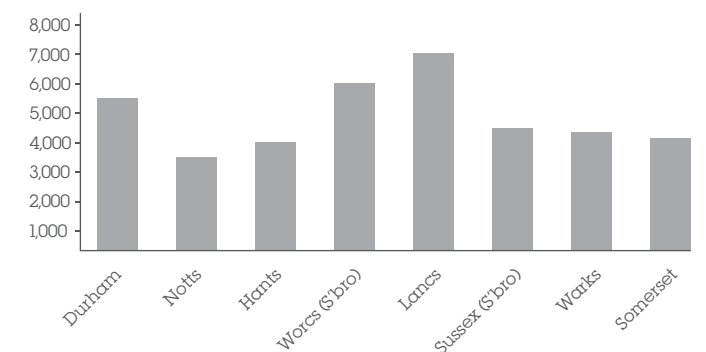
The Yorkshire County Cricket Club

### 2011 HOME ATTENDANCE

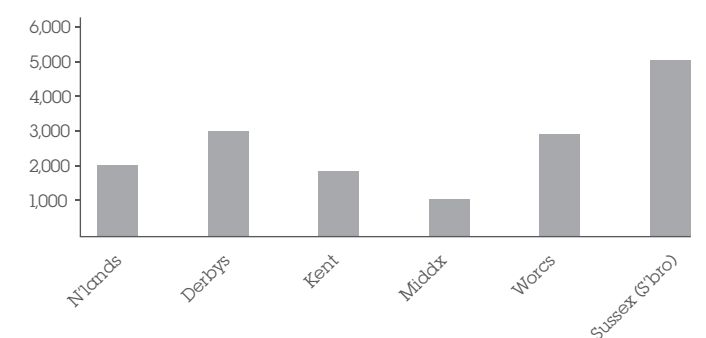
- LV=CC : 39,193
- CB40 : 15,411
- FL T20 : 38,980
- ODI : 16,573



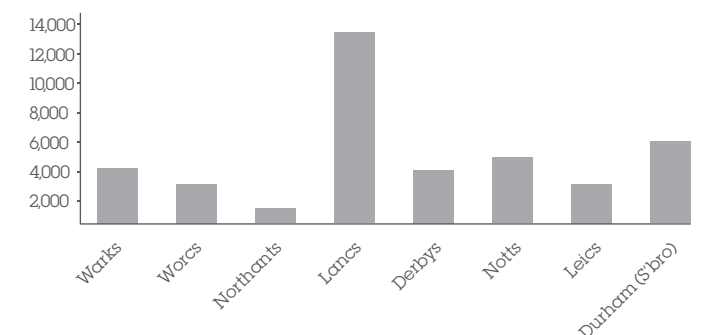
### 2011 LV=CC HOME ATTENDANCE



### 2011 CB40 HOME ATTENDANCE



### 2011 FL T20 HOME ATTENDANCE





## DIRECTOR OF PROFESSIONAL CRICKET'S REPORT

Last season was easily the most challenging and frustrating of my coaching career. It started full of optimism and anticipation after a positive 2010 season, but finished with huge disappointment.

We knew 2011 would be a challenge when we decided to 'go it on our own' and not employ an overseas player or replace Jacques Rudolph, but to be relegated from Division 1 of the LV=CC was not part of the plan. Although in hindsight some may argue this was a mistake, I still believe the players had earned the right in 2010 to be given the opportunity to play 1st XI cricket last season. The most frustrating thing for me was the fact that we had a number of opportunities to win games, but were unable to capitalise on strong positions as a result of a period of poor play and the advantage was lost.

We played some very good cricket at times, but didn't play well enough for long enough to win enough games. We were competitive and fought hard on a number of occasions not to be beaten, but the current points system doesn't reward draws. Our inexperience showed at times with some careless batting and an inability to maintain pressure when we were bowling. A lot of good work was wasted.

Our one-day cricket was also very inconsistent. We got off to a bad start in the CB40 competition and never really recovered, although along the way there were some good

performances. In the Friends Life t20 having a team so inexperienced at this form of the game was always going to make it difficult, but again we took some notable scalps. Towards the end of this competition the players were starting to grow into their roles and I don't believe there is any shortcut in t20 cricket - players need to play it to learn. It is a very difficult game to succeed in immediately. Players need to learn and trust their method.

Although there was negativity about last season, there were also a number of positives that came out of a disappointing summer. There was certainly no lack of effort and the players showed fighting spirit on numerous occasions. I have great belief in this group of players. They work hard and want to be successful. However, we need to be smarter and more mature as a group. As I've said before, we are trying to put together a squad of largely home grown players that will be successful for Yorkshire for a sustained period and I believe this group are capable of achieving that (England selections permitting - but that's another topic).

There were some excellent individual performances during the season and

the emergence of Root and Ballance and the continuing development of Bairstow were the stand out highlights.

As you know we have signed Phil Jaques to add quality and experience to our batting resources and at the time of writing we are exploring the possibility of making another signing to make the squad a strong unit with lots of competition for places.

Although the priority for 2012 is promotion back into the 1st Division of the LV=CC, I want us to be competitive on all fronts and see more consistency in our one-day cricket next year. Make no mistake, promotion is no forgone conclusion, we will have to play at our best for the whole season. Look at Northants last year, who were at the top of the table all season only to miss out in the final game. I can assure you that we are all working very hard to give ourselves the best chance of success and there is a determination to come back strongly in 2012.

There has also been a re-organisation of the coaching structure since the end of last season. This has been on the agenda for a couple of years and it was felt we needed a more efficient, streamlined structure that would give coaches

specific responsibility. The positions within the new structure were advertised worldwide and I am delighted with the outcome. We have assembled a group of coaches in Jason Gillespie, Paul Farbrace, Ian Dews and Richard Damms that has great expertise and a wide range of experience. This will be a team that will work together to give the players the support they need to perform and develop.

At the same time I would like to take this opportunity of thanking Craig White, Kevin Sharp, Steve Oldham and John Blain for the work they have done at the Club and wish them well for the future.

Although 2011 was disappointing, I believe there is plenty to be optimistic about for the future.

Thank you for your continued support.

*Martyn Moxon*

**MARTYN MOXON**  
DIRECTOR OF  
PROFESSIONAL CRICKET

The Yorkshire County  
Cricket Club



"We have assembled a group of coaches that has great expertise and a wide range of experience."



PRESIDENT, BOARD MEMBERS,  
STAFF AND PLAYERS LIST

PRESIDENT

Raymond Illingworth CBE

PRESIDENT ELECT

Geoffrey Boycott OBE  
(to be confirmed at the AGM)

BOARD MEMBERS

Chairman

Colin Graves

Director

Robin Smith

Director

Geoffrey Boycott OBE

Nominee of  
Leeds City Council

Martin Farrington

Nominee of Leeds Met

Gareth Davies

STAFF

PA to Chairman  
and HR Manager

Liz Neto

Receptionist

Kirsty Robinson

Director of Finance/  
Secretary

Charles Hartwell ACA

Financial Controller

Louise Barrowcliffe

Accounts Assistants

Bisi Bamgboye  
Vanessa Appleyard

Operations Director

David Ryder

Head of Commercial  
Partnerships

James Hogg

Head of Hospitality  
& Events

Simon Pixsley

Marketing & Events  
Manager

Hayley Wood

Host

Geoff Cope

Head of Customer  
Relationships

Paul Mitchell

Community  
Development Manager  
(YCF)

Will Saville

Club Shop Manager

Barbara Noble

Ticket Office  
Co-ordinator

Yvonne Iredale

Ticket Office Assistant

Rachel Morgan

Yorkshire Pride  
Lottery Manager

Jane Ferguson

Crickets Centre Manager

Sam Hinchliffe

Catering Manager

Graham Hallam

Head Groundsman

Andy Fogarty

Groundstaff

Christian Dunkerley  
Gareth Milthorpe  
Adam Cutmore  
Adam Matthews

Maintenance Manager

Bernard Grant

Maintenance  
Assistant

Colin Parker

CRICKET STAFF

Director of  
Professional Cricket

Martyn Moxon

Director of Cricket  
Development

Ian Dews

First XI Coach

Jason Gillespie

Second XI Coach

Paul Farbrace

Development Manager

Richard Damms

Strength &  
Conditioning Coach

Tom Summers

Physiotherapist

Scot McAllister

Crickets Department  
Administrator

Janet Bairstow

1st XI Capped Players

Andrew Gale (CAPTAIN)  
Jonathan Bairstow  
Tim Bresnan  
Gerard Brophy  
Adam Lyth  
Anthony McGrath  
Richard Pyrah  
Adil Rashid  
Joe Sayers  
Ajmal Shahzad  
Ryan Sidebottom

Overseas Player

Phil Jaques

2nd XI Capped Players

Moin Ashraf  
Gary Ballance  
Oliver Hannon-Dalby  
Alex Lees  
Steve Patterson  
Azeem Rafiq  
Gurman Randhawa  
Joe Root

Junior Pro

James Wainman

Contracted Players

Callum Geldart  
Dan Hodgson  
Alex Lilley  
Iain Wardlaw

Academy Players

Eliot Callis  
Ben Coad  
Barney Gibson  
Ryan Gibson  
David Girling  
Jack Leaning  
Jonathan Moxon  
William Rhodes  
Ashley Robinson  
George Ross  
Joshua Shaw  
Jonathan Tattersall  
Edward Wilson

ACCOUNTS 2011  
CORPORATE GOVERNANCE

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

THE BOARD

The Board is responsible for approving Club policy and strategy. It meets monthly, or more frequently if business needs require, and has a schedule of matters specifically reserved to it for decision, including all significant commercial issues and all capital expenditure.

The Executive Management Team 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 currently C J Graves and R A Smith.

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 executive Chairman.

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 2011

	NOTE	2011	2010
		£	£
<b>Income:</b>			
International ticket and hospitality revenue		936,582	1,590,236
Domestic ticket and hospitality revenue		508,559	453,930
Subscriptions		583,405	564,763
England and Wales Cricket Board		1,971,717	1,728,006
Commercial income		1,389,695	1,447,399
Other income		41,923	26,922
		5,431,881	5,811,256
<b>Cost of Sales:</b>			
International match and hospitality expenditure		429,997	1,007,472
Domestic match and hospitality costs (home fixtures)		279,979	334,932
Retail		92,027	67,600
Catering		30,560	39,828
		(832,563)	(1,449,832)
<b>Cricket expenses:</b>			
Staff remuneration and employment expenses		2,038,804	1,978,757
Match expenses (away fixtures)		245,618	275,278
Development expenses		254,505	291,237
Other cricket expenses		30,932	34,548
		(2,569,859)	(2,579,820)
<b>Overhead:</b>			
Infrastructure and ground operations		585,681	714,692
Commercial		530,581	709,815
Administration		394,720	548,429
Ticket and membership office		125,063	140,312
		(1,636,045)	(2,113,248)
<b>Earnings/(loss) before interest, tax, depreciation and amortisation:</b>		393,414	(331,644)
<b>Below the line expenditure:</b>			
Loan Interest		(1,026,764)	(945,424)
Depreciation		(732,208)	(895,771)
Release of Capital Grants		181,960	165,672
		(1,577,012)	(1,675,523)
<b>(Deficit) for the year before taxation</b>		(1,183,598)	(2,007,167)
Taxation	4	723,495	148,158
<b>(Deficit) for the year after taxation</b>		<b>(460,103)</b>	<b>(1,859,009)</b>

## BALANCE SHEET

as at 31st December 2011

	NOTE	2011	2011	2010	2010
		£	£	£	£
<b>Assets employed:</b>					
<b>Fixed Assets</b>	5		28,957,564		29,478,215
<b>Current Assets:</b>					
Stocks		40,044		42,350	
Debtors	6	982,623		264,730	
Cash at bank and in hand		-		415,494	
		1,022,667		722,574	
<b>Creditors: amounts falling due within one year</b>	7	(5,967,888)		(3,612,557)	
<b>Net current liabilities</b>			(4,945,221)		(2,889,983)
<b>Total assets less current liabilities</b>			24,012,343		26,588,232
<b>Funded by:</b>					
<b>Creditors: amounts falling due after more than one year</b>	8		21,221,274		23,160,524
<b>Deferred income - capital grants</b>	9		5,003,623		5,180,160
			26,224,897		28,340,684
<b>Capital and reserves</b>					
Called up share capital	11		275		286
Capital redemption reserve	12		564		552
Income and expenditure account	12		(2,213,393)		(1,753,290)
			(2,212,554)		(1,752,452)
			24,012,343		26,588,232

These accounts were approved by the Board on 7th February 2012.

**C J GRAVES**, CHAIRMAN

**R A SMITH**, DIRECTOR

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 2011

	NOTE	2011	2010
		£	£
Cash inflow from operating activities	13	14,857	3,849,113
Returns on investments and servicing of finance	14	(1,026,764)	(945,424)
Capital expenditure and financial investment	14	(232,427)	(1,819,769)
Cash (outflow) / inflow before financing		(1,244,334)	1,083,920
Financing	14	(481,516)	(327,228)
(Decrease) / Increase in cash in the period		(1,725,850)	756,692
Reconciliation of net cash flow to movement in net debt			
(Decrease) / increase in cash in period		(1,725,850)	756,692
HSBC loan		-	(20,750)
C J Graves loan		-	(200,000)
Debentures		(32,633)	(207,915)
Other loans - ECB net repayment		305,000	631,500
New finance leases		-	(2,151,880)
Capital element of finance lease repayments		209,150	124,311
		(1,244,333)	(1,068,042)

# ANALYSIS OF NET DEBT

	At 1 Jan 2011	Cash Flow 2011	Other Changes 2011	At 31 Dec 2011
	£	£	£	£
Cash at bank and in hand	415,494	(415,494)	-	-
Overdraft - current	-	(1,310,356)	-	(1,310,356)
	415,494	(1,725,850)	-	(1,310,356)
Debt due within one year				
HSBC loan	-	-	(568,502)	(568,502)
Leeds City Council loan	-	-	(743,000)	(743,000)
Other loans ECB	(455,000)	305,000	-	(150,000)
Finance leases less than one year	(209,563)	209,150	(209,120)	(209,533)
Debt due after one year				
HSBC loan	(4,169,014)	-	568,502	(3,600,512)
Leeds City Council loan	(8,507,000)	-	743,000	(7,764,000)
Pride Appeal loan	(1,005,000)	-	-	(1,005,000)
Graves Family Trusts loans	(3,600,000)	-	-	(3,600,000)
C J Graves loan	(400,000)	-	-	(400,000)
Debentures	(291,263)	(32,633)	-	(323,896)
Finance leases more than one year	(1,819,696)	-	209,120	(1,610,576)
	(20,456,536)	481,517	-	(19,975,019)
TOTAL	(20,041,042)	(1,244,333)	-	(21,285,375)

# NOTES TO THE ACCOUNTS

for the year ended 31st December 2011

## 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.

The format of the Income and Expenditure Account has been changed in the year to provide a more meaningful analysis of the Club's financial performance. Comparatives have been adjusted accordingly.

### (a) Income

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

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

### Domestic ticket and hospitality revenue

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

### International ticket and hospitality revenue

Relate to amounts received from gate charges, ticket sales, hospitality and guarantees directly attributable to staging international 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 installments over the expected useful lives of the relevant assets in accordance with accounting policy (b) Fixed assets and depreciation, as set out below

### Commercial and other income

Commercial income relates to amounts received, net of related expenditure, from ground advertising, catering guarantees, box lettings, facility hire, dinners and other events. Advertising income received in respect of future seasons is treated as deferred income.

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

### (b) Fixed assets and depreciation

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

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

### The periods generally applicable are:

#### Headingley Carnegie Cricket Ground and Cricket Centre

Buildings	
- Carnegie Pavilion	125 years
- other 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) Carnegie Pavilion

The Club's contribution towards the design and build cost of the Carnegie Pavilion is £3m, of which £1.5m is payable over 20 years under a 125 year lease agreement. The £3m, together with the associated legal, professional and capital fit out costs of the areas within the Pavilion that the Club occupies, have been capitalised and depreciated over the 125 year lease term. The £1.5m, payable under the lease agreement has been treated as a finance lease within the financial statements with the capital element reported within Creditors (Finance leases), and the interest element charged to the Income and Expenditure Account on a straight line basis over the 20 year term.

### (d) Stocks

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

### (e) Grants

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

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



NOTES TO THE ACCOUNTS cont.

(f) Cricket Centre

The Cricket Centre was operated by the Club as a joint venture with Leeds City Council until April 2011. Under this arrangement, the Club had a 60 per cent interest in the profits earned by the Centre. For the period January to April 2011 inclusive (and throughout 2010), profit was recognised when received by the Club with full provision being made for anticipated losses. Losses attributable to Leeds City Council were deducted from the related revenue grant. Post April 2011, all income and expenditure generated by the Centre was attributable to the Club. The assets of the Cricket Centre are all owned and controlled by the Club.

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

(g) 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.

(h) Leased assets

Assets acquired under finance leases are capitalised and the outstanding future lease obligations are shown in creditors. Operating lease rentals are charged to the profit and loss account on a straight line basis over the period of the lease.

(i) 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.

(j) Disclosure of information to Auditor

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

2. Financial Position

The Club is in a net current liability position of £5.0m (2010: £2.9m). This includes deferred income of £2.0m (2010: £1.0m). Details of the loan and overdraft maturity analysis which impact on the financial position can be found in Note 8.

The Board fully expect the Club to return to consistent annual profitability from 2012, however they are aware that 2012 will be challenging due to starting 2012 with an overdraft - a consequence of not having a Test Match in 2011. However, Mr C J Graves has agreed to provide such cash flow support as the Club requires during 2012, and the Club is in discussion with HSBC and Leeds City Council with the objective of re-structuring term debt repayments in order to balance operating cash flow with the repayment of debt.

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

3. Directors Remuneration

	2011	2010
	£	£
Wages and salaries	-	72,779
Social security costs	-	8,950
Pension costs	-	9,863
	-	91,592

4. Taxation

	2011	2010
	£	£
UK corporation tax	-	-
Total current tax	-	-
Deferred tax (see Note 10)	(723,495)	(148,158)
Tax on (deficit) on ordinary activities	(723,495)	(148,158)
(Deficit) on ordinary activities before taxation	(1,183,598)	(2,007,167)
Current tax at 26.5% (2010: 27.0%)	(313,654)	(541,935)
Effects of:		
Non taxable income	(96,324)	(77,079)
Depreciation for the period in excess of capital allowances	148,063	156,762
Losses not utilised	261,915	462,252
Total current tax (see above)	-	-

## NOTES TO THE ACCOUNTS cont.

### 5. Fixed Assets

	Cricket Centre		Headingley Carnegie Cricket Ground					
	Freehold Land and Buildings	Plant and Equipment	Freehold Land and Buildings	Plant and Equipment	Assets in the Course of Construction	Improvements to Leasehold Property	Office Equipment	Total
	£	£	£	£	£	£	£	£
<b>Cost:</b>								
At 01 January 2011	535,837	758,603	24,991,887	4,551,960	298,846	4,297,037	363,487	35,797,657
Additions	-	-	-	15,565	2,346	210,616	3,900	232,427
Transfers			301,192		( 301,192)			-
At 31 December 2011	535,837	758,603	25,293,079	4,567,525	-	4,507,653	367,387	36,030,084
<b>Depreciation:</b>								
At 01 January 2011	82,156	664,158	1,649,737	3,586,006	-	17,188	320,197	6,319,442
Provided in the year	9,885	70,306	235,435	359,595		55,614	22,243	753,078
At 31 December 2011	92,041	734,464	1,885,172	3,945,601	-	72,802	342,440	7,072,520
<b>Net Book Value:</b>								
At 31 December 2011	443,796	24,139	23,407,907	621,924	-	4,434,851	24,947	28,957,564
At 31 December 2010	453,681	94,445	23,342,150	965,954	298,846	4,279,849	43,290	29,478,215

Improvements to Leasehold Property consist of the Club's share of the costs associated with the design and build of the Carnegie Pavilion. This cost includes a £3m base capital contribution (£1.5m of which has been treated as a finance lease, with the outstanding capital balance shown within creditors). The remaining £1.5m represents costs associated with fit out, structural amendments, legal and consultancy fees. The total cost is depreciated over 125 years, which represents the useful economic life of the building.

### 6. Debtors

	2011 £	2010 £
Trade debtors	126,382	139,197
Deferred tax asset (see note 10)	723,495	-
Other debtors	132,746	125,533
	982,623	264,730

### 7. Creditors: Amounts Falling Due Within One Year

	2011 £	2010 £
Leeds City Council loan	743,000	-
Bank Loan	568,502	-
Bank overdraft (secured)	1,310,356	-
ECB loans	150,000	455,000
Trade creditors	291,319	599,454
Finance leases	209,533	209,563
Social security and other taxes	239,441	888,876
Other creditors	329,563	308,129
Accruals	172,925	167,956
Deferred income	1,953,249	983,579
	5,967,888	3,612,557

### 8. Creditors: Amounts Falling Due After More Than One Year

	2011 £	2010 £
Leeds City Council Loan	7,764,000	8,507,000
Bank Loan	3,600,512	4,169,014
Pride Appeal Loans	1,005,000	1,005,000
CJ and J Graves Accumulation and Maintenance Trusts Loans	3,600,000	3,600,000
C J Graves Loan	400,000	400,000
Debentures	323,896	291,263
Finance Leases	1,610,576	1,819,696
Deferred income	2,917,290	3,368,551
	21,221,274	23,160,524

#### Loan and overdraft maturity analysis:

	2011 £	2010 £
In one year or less or on demand	2,981,391	664,563
In more than one year but not more than two years	1,575,034	2,886,566
In more than two years but not more than five years	8,888,000	7,243,000
In more than five years	7,840,950	9,662,407
	21,285,375	20,456,536

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 2019 and bears an interest rate of 4.0% over the Bank's base rate. Mr. C J Graves has also provided a £6m guarantee in respect of the indebtedness to HSBC Bank plc. The Pride Appeal loans primarily consist of a £1m loan received from Mr C J Graves, which is interest free and repayable on demand with 12 months notice. The C J Graves Accumulation and Maintenance Trust and J Graves Accumulation and Maintenance Trust each bear interest at the rate of 5.5% per annum and are repayable in April 2014.





## NOTES TO THE ACCOUNTS cont.

### 9. Deferred Income: Capital Grants

	2011 £	2010 £
At 1st January 2011	5,180,160	5,036,256
Received in year	5,423	309,576
Released to Income and Expenditure Account	(181,960)	(165,672)
At 31 December 2011	5,003,623	5,180,160

Grants received during the year relate to the final balance of a grant to design and build the Yorkshire Cricket Museum. This grant was made by The Yorkshire Cricket Foundation. The total grant is £300,000. The associated design and build cost of the Museum has been released from Assets in the Course of Construction during the year.

### 10. Provision for Liabilities - Deferred Taxation Asset/(Liability)

	2011 £	2010 £
At 01 January 2011	-	148,158
(Credit) to Income and Expenditure Account for the year	(723,495)	(148,158)
At 31 December 2011	(723,495)	-

The elements of deferred taxation are as follows:

Difference between accumulated depreciation and capital allowances	(240,111)	(363,827)
Tax losses	963,606	363,827
	723,495	-

### 11. Share Capital

	2011 £	2010 £
Allotted, called up and fully paid Ordinary shares of 5p each	275	286

During the year the club allotted one Ordinary share to each of 19 new qualifying members and redeemed 237 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 2011	(1,753,290)	552
Deficit for the year	(460,103)	-
Shares in respect of retiring members	-	12
At 31 December 2011	(2,213,393)	564

### 13. Reconciliation of Operating Profit to Cash Flow

	2011 £	2010 £
(Deficit) for the year before taxation	(1,183,598)	(2,007,167)
Loan interest and similar amounts payable	1,026,764	945,424
Operating (Deficit)	(156,834)	(1,061,743)
Depreciation of tangible assets	753,078	895,771
Capital grants received	5,423	309,576
Release of capital grants	(181,960)	(165,672)
(Decrease)/Increase in stock	2,306	16,811
(Decrease)/Increase in debtors	5,602	88,484
(Decrease)/Increase in creditors	(931,167)	59,871
Increase in deferred income	518,409	3,706,015
Cash inflow from operating activities	14,857	3,849,113

### 14. Analysis of Cash Flows

	2011 £	2010 £
Returns on investment and servicing of finance		
Loan interest and facility fees	(1,026,764)	(945,424)
	(1,026,764)	(945,424)

#### Capital expenditure and financial investment

Purchase of tangible fixed assets	(232,427)	(1,819,769)
	(232,427)	(1,819,769)

#### Financing

Other loans received in year		
ECB	182,500	425,000
Debentures	32,633	207,915
HSBC	-	20,750
C J Graves	-	200,000
ECB loan repayment	(487,500)	(1,056,500)
Capital element of finance lease rental payments	(209,150)	(124,312)
Issue of ordinary share capital	1	13
Repurchase of ordinary share capital	-	(95)
	(481,516)	(327,229)

NOTES TO THE ACCOUNTS cont.

15. Leasing Commitments

Operating lease payments amounting to £41,569 (2010 - £46,221) are due within one year. The leases to which these amounts relate expire as follows:

	2011 Land and Buildings £	2011 Other £	2010 Land and Buildings £	2010 Other £
In one year or less	-	861	-	8,233
Between two and five years	-	10,708	-	7,988
In five years or more	30,000	-	30,000	-
	30,000	11,569	30,000	16,221

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 £1,200 (2010 - £1,792) of which £600 remains outstanding at 31 December 2011 (2010 - £588). Costcutter are also sponsors of the Club and boxholders at Headingley Carnegie Cricket Ground under the Club's normal commercial terms.

During the year, Mr R A Smith was a Board Member and Trustee of the Yorkshire Cricket Foundation (YCF). During 2011, the YCF awarded capital grants of £5,424 (2010 - £294,576), and non capital grants of £8,850 (2010 - £44,622).

17. Pensions

The Club operates defined contribution pension schemes for the benefit of certain employees. The amounts paid during the year were £191,781 (2010 - £198,425). The assets of these schemes are administered in funds independent from those of the Club.

18. Audit Fee

The Club paid it's auditors £16,000 (2010 - £16,000) in respect of the audit of its Financial Statements.

INDEPENDENT AUDITOR'S 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 2011 set out on pages 12 to 22. The financial reporting framework that has been applied in their preparation is applicable in law and UK Accounting Standards (UK Generally Accepted Accounting Practice).

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 auditor

As more fully explained in the Statement of Directors Responsibilities set out on page 11 the Club's directors are responsible for the preparation of financial statements which give a true and fair view. Our responsibility is to audit and express an opinion on, the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the APB's website at [www.frc.org.uk/apb/scope/private.cfm](http://www.frc.org.uk/apb/scope/private.cfm).

Opinion on financial statements

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 2011 and of its deficit for the year then ended; and
- have been properly prepared in accordance with the Industrial and Provident Societies Acts 1965 to 2003.

Matters on which we are required  
to report by exception

We have nothing to report in respect of the following.

Under the Industrial and Provident Societies Acts 1965 to 2003 we are required to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained; or
- the association has not kept proper accounting records; or
- the financial statements are not in agreement with the books of account; or
- we have not received all the information and explanations we need for our audit.

**AJ SILLS**  
(Senior Statutory Auditor)  
**for and on behalf of KPMG LLP, Statutory Auditor**  
Chartered Accountants  
Leeds  
7th February 2012





AGM MINUTES

Held on Saturday 19 March 2011 at 10.00 am  
in The East Stand, Long Room, at Headingley Carnegie

PRESENT:

Colin Graves (Chairman)  
Robin Smith  
Charles Hartwell  
331 members

1. Welcome and Apologies

The Chairman welcomed everyone to the meeting and thanked them for their attendance. The Cricket Department were represented by Ian Dews, Steve Oldham and Kevin Sharp as the team was on their pre-season tour in Barbados.

The Chairman reported that the following apologies had been received:

David W Hirst, Peter Johnson, David Wadsworth, Mr and Mrs K Waterworth, Derek Hodgson, Stephen Mann, Wayne Bowser, Geoffrey Boycott and Martyn Moxon.

The Chairman reported that 39 members had died and this was marked by a minute's silence. Those who died were:

Mr G M Clifford, Bradford	Mr F J Robinson (Taverner), Harrogate
Mr R Wolfenden, Bradford	Mr L Turner, Barnsley
Mr H M Duce, Leeds	Mr J M Hoyle, York
Mr Michael Hanby, Scarborough	Mr L Banks, Wakefield
Dr C R Harrison, Skipton	Mr M Kirby, Leeds
Mr G Anson, Brough	Mr M Rimmington, Hull
Mr J Strong, Halifax	Mrs I Hulme, Wakefield
Mr Bruce Moss (Vice President), Bradford	Mr John Ellison, Leeds
Mr M Kelly, Barnsley	Mr W K Aaron, Wakefield
Mr R W Clark, Harrogate	Mr R A Gray, Richmond
Mr J A B Calcott, Keighley	Mr Bruce Lee, Scarborough
Mr W Bedford, Swillington	Mr R Smith, Halifax
Mr J Maude, Surrey	Mr R Buxton, Doncaster
Mrs I Hill, Rotherham	Mr D Kemp, Horsforth
Mr A P Taylor, Halifax	Mr D Robb, Wakefield
Mr E F Holstead, Pontefract	Mr John Andrews, Leeds
Mr H Wood, Ilkley	Mrs P Grace, Ossett
Mr R Wilson (Teddy Bear man), Sheffield	Mr P Taylor MBE, Sowerby Bridge
Mr D Marshall, Huddersfield	Mrs M Smith, Leeds
Mr P Mouncey, York	

2. Minutes of the AGM held on Saturday 13 March 2010  
The Chairman asked the meeting to approve the minutes of the AGM held on 13 March 2010. A show of hands approved the minutes.

3. Report from the Board

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. The Chairman said it was excellent to see young players coming through and representing England on a regular basis at all levels throughout the world and a fantastic achievement from Yorkshire's point of view.

The new Pavilion had been opened in July with the seating area by the pitch named as the Trueman Enclosure. The Chairman said a number of comments had been made by other counties, the media, television and people across the board who now rate the Carnegie Pavilion as one of the best facilities in the whole of English cricket and was a credit to everyone who had worked to achieve the success and we could not have done that without Leeds Metropolitan University.

The ODI had been a resounding success, there had been a full house and the atmosphere in the ground was fantastic. Consideration had now to be given to what else the ground could be used for with a facility worth £30m.

The Chairman said he wanted to personally thank Jacques Rudolph who had played for the Club for a number of years but who would not be coming back this year for personal reasons. Jacques had been a tremendous player and team member.

The Chairman reported that the YCCC Museum had been opened yesterday and urged members who had not been to visit it to do so. The Chairman thanked David Hall for all the hard work he had put in in order to bring this project to fruition, the Chairman said grateful thanks were also due to Dr Keith Howard for his significant financial contribution in making it feasible.

The Chairman reported that there were discussions taking place at the ECB regarding the format of English cricket for 2012 and beyond.

The Chairman said the Club's new main sponsor was JCT 600 who had a three year contract with the Club, and thanked them for the vote of confidence and said the Club looked forward to working with them in the future.

The Chairman also thanked Leeds City Council, HSBC and Leeds Metropolitan University, the Members' Committee, the Archives Committee, the Charitable Youth Trust, the Supporters Association, Yorkshire Cricket Board, Yorkshire Cricket Foundation, Pro Coach, The Players' Association and lastly all the Members of the Board, the players and the staff who have worked tremendously hard and thanked them all personally for helping the Club.

The Chairman then thanked the President for his superb efforts in that role over the last year and also the members for their continued support.

4. To receive and approve the Accounts together with the Independent Auditor's Report thereon for the year ended 31 December 2010

Charles Hartwell, the Finance Director presented his report and the Club's financial statements for the year ended 31 December 2010. He stated that the financial results for the year were very disappointing with a reported deficit of £1.8m. However, this result was virtually all down to the neutral Test Match between Pakistan and Australia where average daily ticket sales were a meagre 20% of capacity.

Putting the Test Match to one side, all other income and expenditure was in line with budget and costs had been controlled well.

Charles stated that the poor Test Match revenues had forced the Club to look to methods of increasing the availability of cash both in 2010, and also in 2011 where only an ODI was scheduled. Charles reported that the Club had sold various future perimeter advertising rights, which had brought in enough cash to cover the lost Test Match revenues. In addition, Colin Graves reported that the Club had agreed a capital repayment holiday with HSBC and Leeds City Council and express his thanks to the Council and HSBC for their continued support.

Charles reiterated his strong expectation that the Club would return to sustained surpluses from 2012 with the resumption of a full schedule of International Cricket, but a loss for the year ended 31 December 2011 was expected.

The Chairman advised that there were 986 votes in favour of accepting the Accounts and Auditor's Report and 9 against resulting in 99.10% of votes cast being in favour of the Resolution. A show of hands confirmed the approval of the Accounts and Independent Auditor's Report.

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

The Chairman said Martyn Moxon was highly delighted with the performance last year which had seen the team come third in the First Division which would have been accepted as a good position at the start of the season. The Captain Andrew Gale had done an excellent job last year.

The Chairman said Andrew Gale had been supported by Michael Vaughan. Training had been good through the winter and we now had a fitter squad than last year and were looking forward to the season.

The Chairman said the Club had had six players representing England through the winter which was excellent and our Academy was working successfully and producing players for the future.

The Chairman welcomed Ryan Sidebottom back to the Club.

6. Re-election of President, Raymond Illingworth CBE

The Chairman proposed that Mr Raymond Illingworth be re-elected as President.

There were 981 votes in favour of Mr Illingworth's re-election as President and 14 votes against giving a 98.59% vote in favour of the resolution. A show of hands confirmed Mr Illingworth's re-election as President.

7a. To elect as Board member, Mr Gareth Davies

The Chairman informed the meeting that Mr Stephen Willis who had represented Leeds Metropolitan University on YCCC's Board had resigned from the Board with effect from 12 January 2011. The person who had been nominated as the Leeds Metropolitan University appointment was Mr Gareth Davies.

There were 971 votes in favour of Mr Davies appointment and 24 against giving a 97.59% vote in favour of the resolution. A show of hands confirmed Mr Davies appointment to the YCCC Board.

7b. To re-elect as Board Member Mr Robin Smith

The Chairman advised that Mr Smith retired by rotation and offered himself for re-election and this was supported by the President and the Board.

There were 972 votes in favour of Mr Smith's appointment and 23 against giving a 97.69% vote in favour of the resolution. A show of hands confirmed Mr Smith's re-election.



AGM MINUTES cont.

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

Mr Richard Levin was retiring by rotation and offered himself for re-election.

There were 1,046 votes in favour of Mr Levin's appointment and 30 against giving a 97.21% vote in favour of the resolution. A show of hands confirmed Mr Levin's re-election.

9. To appoint Mr Michael Vaughan OBE as an Honorary Life Member of the Club

The Chairman proposed that Mr Michael Vaughan be elected as an Honorary Life Member of the Club. He said Michael Vaughan had been helping behind the scenes in a big way and wanted to continue to do so in the future and the Board had no hesitation in recommending him to be elected as an Honorary Life Member of the Club.

There were 956 votes in favour of Mr Vaughan's appointment and 39 against giving a 96.08% vote in favour of the resolution. A show of hands confirmed Mr Vaughan's election as an Honorary Life member of the Club.

10a. To appoint Mr Brian Bouttell as a Vice-President of the Club

The Chairman proposed that Mr Brian Bouttell be elected as a Vice-President of the Club. The Chairman said Mr Bouttell was one of the 'gang of four' and had helped the Club through difficult times and the Board had no hesitation in recommending him to be elected as a Vice-President of the Club.

There were 778 votes in favour and 17 against giving a 98.29% vote in favour of the resolution. A show of hands confirmed Mr Bouttell's election as a Vice-President of the Club.

10b. To appoint Mr David Hall CBE as a Vice-President of the Club

The Chairman proposed that Mr David Hall be elected as a Vice-President of the Club. The Chairman said that Mr Hall had carried out a huge amount of work for the Archives Committee and had done a fantastic job in establishing the Club Museum and the Board had no hesitation in recommending him to be elected as a Vice-President of the Club.

There were 969 votes in favour and 26 against giving a 97.39% vote in favour of the resolution. A show of hands confirmed Mr Hall's election as a Vice President of the Club.

11. To appoint KPMG LLP as auditors of the Club, until the conclusion of the next Annual General Meeting of the Club at which the accounts for the year ending 31 December 2011 are laid

The resolution to appoint KPMG LLP as auditors of the Club, until the conclusion of the next Annual General Meeting was put to the meeting.

There were 971 votes in favour and 24 against giving a 97.59% 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

- 12.1 Membership packs - The Chairman explained that these had been delayed in going out to members as the fixture cards had only just been received.
- 12.2 Year Books - These were available to purchase at £6 for members and £15 for non-members.
- 12.3 Supporters' Association - The Chairman said the Supporters' Association had been working for 30 years this year and thanked them on behalf of the Board and the Club for all the work they had done.
- 12.4 The Mail Out Team - the Chairman thanked the members of the Mail Out Team for their continued hard work in dealing with the Club's mail outs.

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

MEMBERS' COMMITTEE REPORT

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

Chairman:	Mr. S J Mann
Elected Members:	Mrs. C Evers
	Mr. R Levin
	Mr. S J Mann
	Mr. E Stephens
Appointed Members:	Mr. G Clark
	Mr. A Kilburn
	Mr. R W Stott
	Mr. I Townsend - to 31.03.10
In Attendance:	Mr. R Kaye - Sales & Marketing Director
	Mr. R Smith - Board Director

During the year there were seven full Committee meetings. A full minute of each meeting was presented to the Board of the Club and a summary appears on the club website. In addition there were four Members Forums held during the season in the Long Room prior to the commencement of play.

In 2011 there was only one change to the list of attendees at Committee meetings. Mr Richard Kaye, who held executive responsibility for sales and marketing attended each meeting. Mr Richard Levin was re-elected at the March AGM to continue for a further four years as an elected member.

The Member Forums continue to play a key role as a method of communication for the membership. The attendance of executives from the Club enables members to hear background explanations to policy decisions and provides a platform for objective feedback and comment to the Club. If these gatherings are to continue to be productive in the future, there is a need for attendees to ensure that comment is constructive and questions are of substance. Each meeting in 2011 attracted over 70 members. Possibly the highlight was the final forum of the season in early September when the Club Captain attended and answered a range of questions on playing issues. Given the disappointments in the season it says much of the calibre of the Captain that he was prepared to talk to the membership in such a frank and honest manner. His attendance was greatly appreciated by all.

Fixtures and venues continue to be a subject of debate each year. In 2011, as in previous years, there was a detailed dialogue with the Club on the subject of the following season's fixture programme. The Committee have supported the view of the Club that a more balanced schedule is required so that there is first class

cricket at Headingley Carnegie in each month of the season. The fixture list for 2012 announced in November shows that yet again it has been impossible for the ECB to respond to what appears a simple and not unreasonable request. The Committee will continue to pursue a balanced approach to fixture scheduling so that all members are catered for.

Whilst first class fixtures are now firmly committed to Headingley Carnegie and Scarborough, there is an annual request to the Club to take second team fixtures around the county as much as possible. It was very much appreciated that the Club agreed to a Committee request to play a fixture at Harrogate in 2011 to coincide with the opening of the club's new pavilion.

Lengthy and detailed discussions took place during the year on the subject of membership numbers and costs of attending both Yorkshire matches and Tests. Whilst there has been a small decline in membership, the general level has remained steady for the last few years. However, there is a view that efforts should be made to entice former members back to the fold and to make county membership a more worthwhile commodity. A basic principle being followed in this work is the need to ensure that the cost of attending is not a barrier. County cricket, and Yorkshire in particular, should not price people out of going to matches.

A number of marketing topics were raised with the Club, particularly the shop. The Club were asked to review the activities of the shop, the opening hours, layout and merchandise. It was not felt unreasonable to ask for the shop to be open on all match days and throughout the period whilst spectators are on the ground.

As in previous years my sincere thanks to the membership of the Club for making the role of Chairman of the Members' Committee so enjoyable. Yorkshire may not have the largest county membership, but they do have a membership that supports the various teams at home and away in far greater numbers than any other county. Long may that be the case.

Finally, best wishes and sincere a thank you for his inclusive style to Richard Kaye who left the Club at the end of the year to take up a role with the ECB. I would also like to thank all my Committee colleagues for their support and work throughout the year.

STEPHEN MANN  
CHAIRMAN  
MEMBERS' COMMITTEE  
The Yorkshire County Cricket Club



## ARCHIVES COMMITTEE REPORT

The official opening of the Yorkshire County Cricket Club museum at Headingley Carnegie and a display of the unique collection of memorabilia once owned by the great Wilfred Rhodes were among the outstanding events in a busy and fruitful year for the Archives Committee.

The £300,000 museum was formally opened on March 18 by Dr. Keith Howard, Chairman of the trustees of the Bingley-based Emerald Foundation who funded the fitting out of the museum below the East Stand.

Dr. Howard and Robin Smith, a Yorkshire Board member and former Club president, were introduced by Museum Director, David Hall, and after the opening ceremony the officials and guests were able to tour the museum.

Guests included trustees of the Emerald Foundation and trustees of both the Yorkshire Cricket Foundation and Yorkshire Charitable Trust, along with leading former players, Honorary Life Members, Vice-Presidents and representatives of the Members' Committee and Archives' Committee.

The Wilfred Rhodes display in a cabinet in the Long Room consisted of several important items from the collection of his memorabilia which had been gifted to Yorkshire by his Granddaughter, Mrs Margaret Garton, the sole surviving member of his family.

Mrs Garton later paid a visit to Headingley Carnegie and upon her return home had written a letter expressing her gratitude for the way in which the collection had been received and much of it displayed. The Horace Fisher collection, received the previous year, was also the feature of a cabinet display in the Long Room.

The first 2011 meeting of the Archives Committee took place in February when the Chairman welcomed two new members in Howard Clayton, who had replaced the retiring Peter Anderson as Secretary, and Dennis Smith, a longstanding member of Yorkshire CCC.

Plaques from the old Press Box in the football stand had now been salvaged and a place for them to be displayed was later allocated in the Long Room, near to the bar.

It was reported that new stock had been acquired of the DVDs which had been made of the most famous players in Yorkshire's history. There was a feeling that more information should be made available concerning the videos and as a consequence they were all featured in an article which appeared on the Yorkshire website giving full details of the price and how they could be purchased.

A paper was circulated by the Secretary on the possible creation of an Archives database. It is revealed that all the necessary software was available online and free of charge. He was to make further investigations and a small group of Archive members agreed to be of assistance. Further developments on this subject were reported upon during the year.

Donations to the Archives included a cricket ball which had been given by Arthur Wood to a former committee member, J.C. Town, in gratitude for Mr Town's help in organising Wood's benefit in 1939; the 1970 Don Bradman gold-embossed and leather-bound Year Book, and a sugar bowl dating from 1902 which had either been awarded to or belonged to David Denton.

Looking ahead, Paul Dyson has researched some of the events that would reach their centenaries over the next few years, including in 2012 the centenary of Yorkshire becoming county champions for the 11th time in 23 years, Denton's highest score of 221 v Kent and Hampshire losing by nine wickets to Yorkshire, despite making 441-1 in their first innings.

In May, Roy Wilkinson reported he had compiled a list which linked the debut of a player to his cap/badge number and this list would be displayed in due course. The bat with which Ashley Metcalfe scored Yorkshire's highest century on debut came under discussion and later in the year James Greenfield was able to report that Ashley had most generously agreed to donate the bat to the museum.

At the September meeting members heard that a couple of items concerning Brian Close had been purchased on eBay and that other items connected with Frank Lowson were also available, Brian Sanderson agreeing to pursue this matter and also report on any other items of interest which may come up.

All Wisdens and Year Books from the Rhodes estate had now been received, along with a silver cup which was one of those presented to each member of the 1922 Championship-winning side. These items would be displayed and plans were ongoing for winter displays. A Printers' Shield, connected to the Leeds Cricket League, had also been received, as had an original water colour of Fred Trueman, loaned by Mr Roy Seal. A taped conversation with Wilfred Rhodes was to be obtained from Mr David Frith.

Members of the Archives Committee during the year were: J.C. David Allen, Howard Clayton, Paul E. Dyson, James M. Greenfield, Mick Pope, Brian Sanderson, Dennis Smith, David Warner and Roy D. Wilkinson.



**J.C. DAVID ALLAN**

ARCHIVES COMMITTEE CHAIRMAN

The Yorkshire County Cricket Club

## BOARD ATTENDANCE FOR 2011

Name	Possible	Actual
C J Graves	6	6
W Bowser (in attendance)	6	4
G Boycott	6	3
M Farrington	6	3
R A Smith	6	6
S Willis (resigned in January)	-	-
G Davies (joined in January)	6	5
S Denison (in attendance)	5	4

## NOTES



[www.yorkshireccc.com](http://www.yorkshireccc.com)



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