



YORKSHIRE COUNTY CRICKET CLUB
**ANNUAL REPORT
AND ACCOUNTS**
2014

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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 Cricket Ground on Saturday 28th March 2015 at 10am for the purpose of transacting the following business

AGENDA

1. To receive apologies for absence.
2. To confirm the Minutes of the Annual General Meeting held on Saturday 29th March 2014. 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.
3. To receive a report from the Chairman.
4. To receive and approve the Accounts, together with the Independent Auditor's Report thereon, for the year ended 31st December 2014. 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.
5. To receive a report from the Director of Cricket and to discuss cricket matters.
6. To re-elect as President, Mr Harold Bird OBE.
7. To elect as Board Member, Mr. Martyn Moxon

Mr Michael Vaughan OBE retires by rotation and does not offer himself for re-election.
8. To announce the result of the election to the Members' Committee.
9. To appoint KPMG LLP as auditor 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 2015 are laid.
10. Any other business.

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

It is hard to put into words quite what Yorkshire winning the Championship means to me, it is a fantastic achievement and, to see what we have done this year is beyond my wildest dreams. When you look back over the past 13 years there have been a lot of low points but winning the Championship made it all worthwhile.

A lot of people have asked me why I got involved in the first place. Purely and simply I love Yorkshire cricket. I have been a cricket fan all my life, and I enjoy every minute of being involved in this wonderful game.

Our Championship success is for you the members as Yorkshire is a members' Club and it always will be. To win the Championship was one of the proudest days I have had in my life and to support the team is what it's all about. We are a cricket club and cricket is at the heart of everything we do, but we have to be a commercial business that pays its way within the game.

On the pitch is where we continue to make great strides. I would like to personally thank the players and support staff for their continued efforts and under the guidance of Martyn Moxon, Jason Gillespie and Andrew Gale we are heading in the right direction. I've said to them all that I believe it could be the start of an exciting new era for the next 10 years and that is the target I'm setting them – for this team to dominate county cricket and one-day

cricket over the next decade. We now have got the coaching staff, the players and the Academy structure for us to achieve this.

I seriously believe we can recreate the success of the great side from the 1960s, so we need to breed a habit of winning trophies year in and year out like the great sports teams around the world.

It's not just the senior players performing. The Academy showed their rich potential by winning the Yorkshire League cup and league double. They dominated the competition against players with more experience. They are hungry for more success and with the players coming through the system we can continue to dominate at regional level.

We are also now in a stronger position financially as off the field we are making positive steps. Under the guidance of Mark Arthur, there is a great unity amongst the office staff and they are working tirelessly to enable the Club to prosper at the same pace as our achievements on the field.

With that in mind, the Headingley stadium complex is continually being upgraded. Permanent floodlights, the first phase of development, will be in place for the start of the 2015 season and we are embarking on a long-term Masterplan to change and upgrade the facilities. This is the most ambitious project the club and the venue will have undertaken since the ground

was first established 125 years ago. Our ambitions are clear. We want to create a stadium that is amongst the finest in the world and enable Yorkshire to continue to stage major international fixtures over the long term. As other venues around the country continue to invest in their facilities, we cannot afford to stand still and expect that Headingley will always host international cricket, without providing first class facilities.

The stark reality is that if our stadium fails to evolve we will lose our International match status, which would be a devastating blow to the region, and YCCC. It is essential that we fill the ground for International matches and make Headingley a leading venue.

More importantly, we are doing this without incurring any more debt. To stay ahead of the pack we have to continually upgrade the stadium and ensure Headingley remains an international venue of choice. We have an Ashes Test Match in 2019 and a number of World Cup matches too.

I would like to thank Harold 'Dickie' Bird for his first year in office as President. He has had a fantastic year and is a great President. His passion for the Club and all things Yorkshire is unrelenting. Dickie is a superb role model and ambassador. He is respected by the players and representing the Club at every game has given us kudos. Everyone wants to meet him and he is always positive promoting

the region. The nominations committee and the board are recommending him for a second term, and we had no hesitation in doing that. He thoroughly deserves another year.

Finally to my fellow Board members, I would like to thank you for your efforts and resolute support over the years. It has been a challenging period for us all but we are moving in the right direction and this is underpinned by the Club's efforts on the field. The next few years will continue to be inspiring as we aim for more success, but in turn set ourselves some ambitious objectives of redeveloping the ground, eliminating the debt and commercially seeing the Club prosper. To safeguard the future of Yorkshire cricket, it is vital that we continually work to achieve our objectives for the long-term. This is a fabulous time to be part of the greatest cricket club in the world and I hope we have many more years like 2014.

May I wish you all a very enjoyable 2015 season and I look forward to seeing you all throughout the campaign.

COLIN GRAVES
Chairman

The Yorkshire County
Cricket Club



“ To win the Championship was one of the proudest days I have had in my life and to support the team is what it’s all about. ”



DIRECTOR OF FINANCE'S REPORT

It has been a busy time since I joined the Club in May 2014. I have witnessed a highly successful season on the pitch, and have taken over the financial reins from my predecessor, who I must thank for the good order in which the accounting records were left. The Club faces many financial challenges, and at the same time is greatly indebted to Colin Graves for his ongoing financial support of the Club. I have met many members and supporters of the club, and have received a very warm welcome from all.

I am delighted to report that the club has achieved an improvement in income and underlying Earnings Before Interest, Tax, Depreciation and Amortisation ("EBITDA"). Income at £7.3m represents a 7.9% growth over 2013, and EBITDA at £484,000 shows a significant improvement over £150,000 in the preceding year. These represent small, but significant steps in the right direction.

The increase in revenues over prior year of £533,000 is a result of a combination of factors. On the negative side, the Test match ticket sales were £178,000 lower than the prior year. This was despite a June date compared to May in 2013, and reasonable weather, again compared to 2013 when the first day was lost to rain. The One Day International staged against India was practically a sell-out on a hot September day, and proved a success with ticket sales, showing a small increase on the corresponding fixture last year.

Commercial income has shown a significant move forward, at £1,798,000 being a 10% increase on 2013 as a result of increased sponsorship of the club, including

the support of our new principal partner Mazars, along with our other partners. The newly launched online shop has also proved highly successful since it's launch in August. This has helped us to leverage the success of performances on the pitch, and allow us a far greater reach with sale of club merchandise.

Income from the ECB also showed an increase over 2013, in part due to prize money for winning the County Championship, and in part due to increased payments in respect of the Development of England players, and their representation for the country.

Overheads incurred by the Club are extremely well managed, and costs are very tightly controlled, year on year. Cricket expenses and overheads have together shown a 2.9% decrease year on year. This is a creditable achievement at a large venue which is constantly subject to ongoing maintenance and upkeep. This is despite the removal of booking charges for international tickets, which have traditionally been included as a reduction in overhead costs.

During the year the club received a £1,000,000 payment from the ECB which was used to repay the short term loan that was taken out in 2013. This was referred to in last year's accounts, and in 2013 was used specifically to repay £500,000 of the Leeds City Council loan and to fund capital projects. This £1,000,000 of income that has been received in 2014 has been recognised in the accounts, as £500,000 of exceptional income, on the face of the Income and Expenditure Account and £500,000 of grant income, held on the balance sheet and released in line

with the depreciation charge on the related capital projects.

Cash flows of the Club remain tight, with the improved surplus of income over expenditure being used to help service the financing costs of the Club. A further loan of £1,000,000 was also received from Colin Graves during the year, to support the ongoing cash flow of the Club. At the same time the interest rate on these loans was also reduced to 4%. We are of course grateful for both these actions to support the Club.

As part of the ongoing development of the stadium we are currently in the process of erecting floodlights at the stadium. These will enable us to stage our T20 matches with a later start time, thus providing people more time to arrive at the stadium. They are also a requirement for staging World Cup matches in 2019. For both reasons, this is another positive step forward for the stadium. The total cost of the floodlights is in the region of £1,400,000. This is being financed in two components. There is a loan of £700,000 from the ECB, which will be repayable from four performance related payments from the ECB of £175,000 each. These payments are received at the time of staging the first four televised floodlit matches. At 31 December 2014 £450,000 of this loan had been drawn down. The balance is the subject of a lease finance arrangement which will incur small payments over the next three and a half years, and the balance will be settled in 2018 funded directly out of a one off payment due from the ECB in 2018.

The Club understands that Stephen Willis is leaving Leeds Beckett University, and as such

will stand down from the Board in April 2015. I would like to thank him for his service to the Club.

The club has been informed that Leeds Beckett University intend to nominate Professor Paul Smith as his replacement in due course.

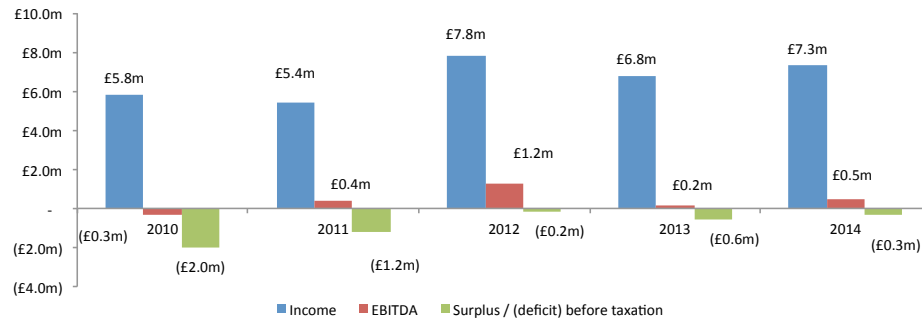
Finally, I would like to reiterate my thanks to members, supporters, The Yorkshire Taverners, partners and staff who continue to support the club, and have made my first term with Yorkshire County Cricket Club an enjoyable one.

PAUL HUDSON

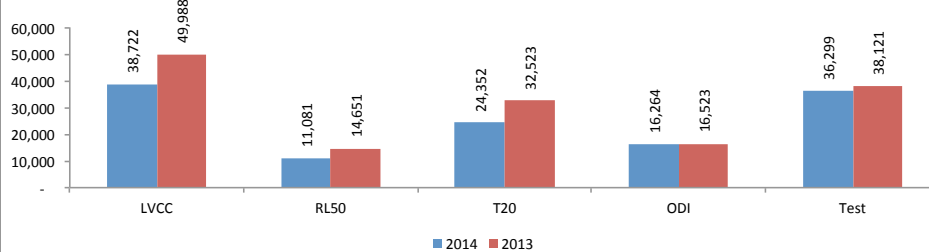
Director of Finance

The Yorkshire County Cricket Club

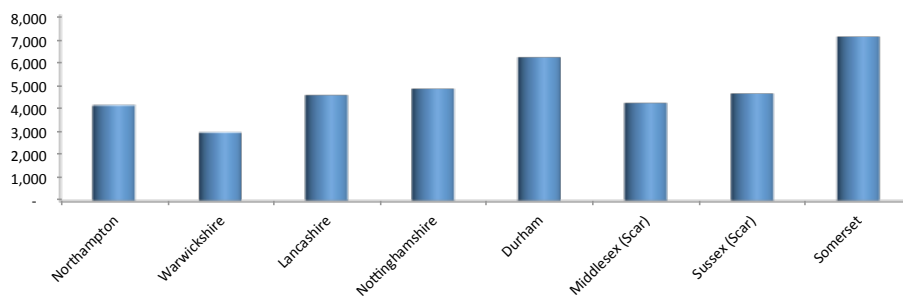
2010 - 2014 Key Financial Trends



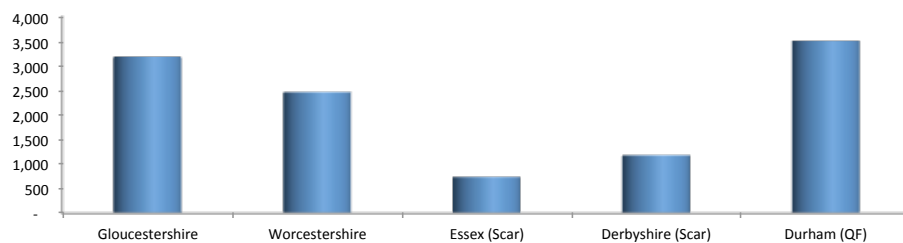
2014 v 2013 HOME ATTENDANCE



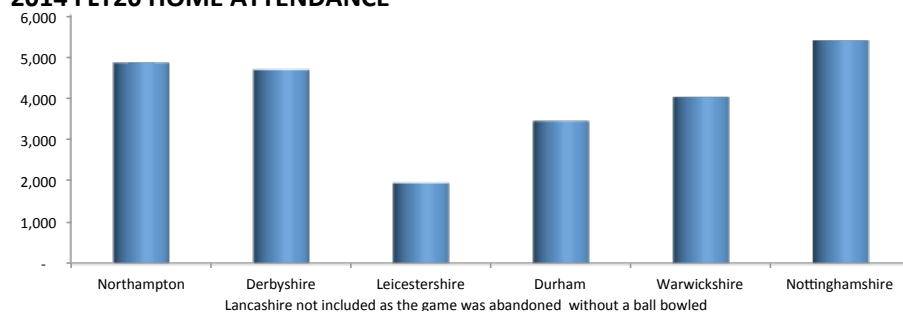
2014 LV=CC HOME ATTENDANCE



2014 RL50 HOME ATTENDANCE



2014 FLT20 HOME ATTENDANCE





DIRECTOR OF CRICKET'S REPORT

I said in my report last year that we were disappointed to finish 2nd in the LVCC as we felt we were in an excellent position ahead of the match against Durham at Scarborough. However, everyone was determined to go one better this year. I am delighted to report that we did. It was fantastic for everyone involved with the Club, and I was particularly pleased for our Chairman, Colin Graves. Without his support the Club may well have gone out of existence, so it was important that he was rewarded with some success.

Great credit must go to the players, not only with the brand of cricket they played but also for the desire they showed to win the title. The hard work started back in November 2013, in the gym and on the 3G pitch at Weetwood. The work ethic of the players was phenomenal, and this continued throughout the summer.

The squad's high levels of fitness shone through in the last few weeks of the season. I'm certain that this was instrumental in our winning 4 of the last 5 Championship games. We nearly pulled off a remarkable win in the last game too, and for me that last afternoon epitomised what we were all about. The players could easily have thought "OK, we've already won the Championship so what does it matter?" As it transpired, not only did they not want to get beaten, they wanted to win. The fact that the bowlers found the energy to put in that performance on the last afternoon showed the huge benefit of all that pre-season training.

We pride ourselves on managing the players' workloads and achieving a balance between work and recovery. The aim is to ensure

that the players are as fresh as possible for the run-in, because the competition is so intense that you cannot afford to let your standards slip for one minute.

Great praise goes to Ian Fisher, Kunwar Bansil and Blaine Clancy for the work they do with the lads to give Andrew Gale and Jason Gillespie as many fit players as possible to pick from during the whole season.

The players were a team in every sense of the word. Their support for each other and the enjoyment of each other's achievements was a huge contributory factor to the success. They were extremely well led by the Captain, Andrew Gale, who I believe is growing in the role each year. His management of the players last season was outstanding, and tactically he was excellent. Along with Jason Gillespie, he forms a strong management team which sets high standards but also encourages enjoyment of the game.

We have a strong team ethic running throughout the Club now both on and off the field, and it is an environment in which players and staff can thrive and hopefully continue to deliver positive results.

Obviously there were some outstanding individual performances over the season and this has been reflected in the various England team selections for the winter. At the time of writing we have had 7 players involved in the England Performance Programme, as well as Joe Root in the England ODI squad in Sri Lanka. We also have 7 out of 14 in the England Lions squad that tours South Africa in January 2015. Add to that 7 in the provisional England World Cup squad of 30 and it

gives Yorkshire cricket supporters something of which to be very proud.

There is, however, a potential challenge for us around the corner. If these players perform to their capabilities during the winter I can foresee at least 6 of them making the England squad for the West Indies tour in April/May. This will test the strength of our squad in the early part of the season, but it will give opportunities to some of our younger players. Hopefully they will rise to the challenge and put themselves forward as the next generation of Yorkshire cricketers. We need to keep the production line flowing because there is a real possibility that we could lose a number of players to international duty.

With that in mind, I would like to express my gratitude to Richard Dawson, Ian Dews and Richard Damms for this excellent work with our younger players. Richard was moulding the 2nd XI into a very competitive team by mid-summer and they were producing some positive results. This was disrupted a little by the fact that 5 players were selected for the England U19 series. As a result we fielded a very young side, and results were more difficult to achieve. It did, however, enable us to challenge the replacements at a higher level and eventually their performances began to improve.

Following on the theme of developing young players, the Academy, under Ian Dews and Richard Damms, also had an outstanding season. Winning both the Yorkshire League and Yorkshire League Knockout Cup was a magnificent achievement, and great credit must go to the players and coaches. Hopefully these

players will continue to develop and become successful Yorkshire cricketers in the future.

Despite our success in the 4-day game, we still have work to do in the 1-day formats. Although our performances in 2014 were an improvement on the previous year, we were disappointed not to reach the quarter-finals of the T20 Blast and the semi-final of the Royal London Cup. We had an opportunity to achieve both but weren't able to close out the games from potential winning positions. We have identified areas for improvement and will work hard this winter and during our pre-season to develop our skills even further.

We want to be competitive in all forms of the game and we have a desire to build on the County Championship success. However, we are under no illusion. It will be even harder next season to repeat the achievement.

Once again, thank you for your continued support and I hope 2015 will be another exciting and successful season.

MARTYN MOXON
Director of Cricket

The Yorkshire County Cricket Club



“ We have a strong team ethic running throughout the Club now both on and off the field, and it is an environment in which players and staff can thrive and hopefully continue to deliver positive results.”



PRESIDENT, BOARD MEMBERS, STAFF AND PLAYERS

PRESIDENT

Harold 'Dickie' Bird OBE

BOARD MEMBERS

Chairman

Colin Graves

Chief Executive

Mark Arthur

Directors

Robin Smith

Steve Denison

Michael Vaughan OBE

Harry Gration MBE

Gary Verity

Nominee of Leeds City Council

Martin Farrington

Nominee of Leeds Beckett

University

Stephen Willis

CRICKET STAFF

Director of Cricket

Martyn Moxon

Director of Cricket Development

Ian Dews

First XI Coach

Jason Gillespie

Academy Head Coach

Richard Damms

Cricket Consultant

Anthony McGrath

Development Coach

Tony Pickersgill

Strength & Conditioning Coach

Ian Fisher

Strength & Conditioning Coach

Blaine Clancy

First XI Physiotherapist

Kunwar Bansil

Second XI Physiotherapist

Chris Liversidge

Cricket Department Administrator

Janet Bairstow

Club Masseuse

Sharon Shanks

Club Doctor

Dr Nigel Mayers

Sports Psychology Consultant

Simon Hartley

Dressing Room Attendant

John Reynard

STAFF

PA to the Chief Executive, PA to the Board and HR Manager:

Liz Neto

HR Assistant

Kirsty Flesher

Payroll Manager

Hazel Snowden

Director of Finance/Club Secretary

Paul Hudson

Financial Controller

Chris Thomson

Accounts Assistants

Bisi Bamgboye

Vanessa Appleyard

Operations Director

David Ryder

Operations Manager

Howard Ferguson

Maintenance Manager

Bernard Grant

Maintenance Assistants

Guy Ndoukepo

Joyce Miller

Commercial Director

Andy Dawson

Head of Sales

Simon Pixsley

Hospitality and Events Manager

Sarah Thorpe

Commercial Sales Executive

Kayleigh Hallas

Commercial Partners Executive

Joanna Taylor

Head of Media & Marketing

Danny Reuben

Communications Executive

Helen Baker

Graphic Designer

Adrian Mirfakhrai

Head of Customer Operations and Ticketing

Sam Hinchliffe

Ticket Office Co-ordinator

Yvonne Iredale

Customer Operations Executives

Stephen Skillern

Cecilia Allen

Clara Lowther

Chris Parkinson

Retail Manager

Barbara Noble

Retail Assistants

Sophie Hayward

Jade Clifton

Catering Manager

Linda Grant

Head Groundsman

Andy Fogarty

Groundstaff

Gareth Milthorpe

Adam Macdonald

Peter Taylor

YORKSHIRE CRICKET FOUNDATION

Community Development Manager

Will Saville

Project Officer

Nick Robinson

Community Development Officer

Taj Butt

Tour Guide

Mel Reuben

YORKSHIRE PRIDE LOTTERY

Yorkshire Pride Lottery Manager

Jane Ferguson

1st XI Capped Players

Jonathan M Bairstow

Gary S Ballance

Jack A Brooks

Tim T Bresnan

Andrew W Gale (Captain)

Alexander Z Lees

Adam Lyth

Steven A Patterson

Liam E Plunkett

Richard M Pyrah

Adil U Rashid

Joe E Root

Ryan J Sidebottom

Overseas Players

Aaron J Finch

Glenn J Maxwell

2nd XI Capped Players

Moin A Ashraf

Karl Carver

Ben O Coad

Matthew Fisher

Andrew J Hodd

Daniel M Hodgson

Jack A Leaning

William MH Rhodes

Joshua Shaw

Jonathan A Tattersall

Junior Pros

James C Wainman

ACADEMY PLAYERS

Senior

Elliot Callis

Ryan Gibson

Academy

Ben L Ainsley

Edward Barnes

Nathan J Firn

Barney B Gibson

Mosun Hussain

James EG Logan

Jordan A Thompson

Matthew Waite

Jared Warner

Scholarship Players

Harry C Brook

James WP Brown

Yassar Imtiaz

Edward WH Morrison

Mustaffa Raffique

EPP

Danish Hussain

James H Pick

Jonathan Read

Jack W Shutt

Matthew A Taylor

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.

DIRECTORS RESPONSIBILITIES

The directors are responsible for preparing the Annual Report and the Club's financial statements in accordance with applicable law and regulations.

Co-operative and Community Benefit Society law requires the directors to prepare financial statements for each financial year. Under that law the directors have

elected to prepare the financial statements in accordance with UK Accounting Standards.

The financial statements are required by law to give a true and fair view of the state of affairs of the Club and of its income and expenditure for that period.

In preparing the Club's financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Club will continue in business.
- The directors are responsible for keeping proper books of account that disclose with reasonable accuracy at any time the financial position of the Club and enable them to ensure that its financial statements comply with the Co-operative and Community Benefit Societies Act 2014. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Club and to prevent and detect fraud and other irregularities. The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Club's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



INCOME AND EXPENDITURE ACCOUNT

for the year ended 31 December 2014

	NOTE	2014	2013
		£	£
Income:			
International ticket and hospitality revenue		2,181,135	2,239,656
Domestic ticket and hospitality revenue		538,131	442,126
Subscriptions		564,990	520,234
England and Wales Cricket Board		2,194,791	1,832,574
Commercial income		1,797,563	1,633,442
Other income		30,588	105,975
		7,307,198	6,774,007
Cost of Sales:			
International match and hospitality expenditure		1,202,876	1,096,811
Domestic match and hospitality costs (home fixtures)		348,286	153,975
Retail		163,483	107,131
Catering		31,678	41,053
		(1,746,323)	(1,398,970)
Cricket Expenses:			
Staff remuneration and employment expenses		2,205,459	2,242,983
Match expenses (away fixtures)		215,808	301,606
Development expenses		317,529	357,089
Other cricket expenses		26,664	36,085
		(2,765,460)	(2,937,763)
Overhead			
Infrastructure and ground operations		807,500	846,013
Commercial		672,324	691,477
Administration		685,077	592,537
Ticket and membership office		146,568	156,972
		(2,311,469)	(2,286,999)
Earnings before interest, tax, depreciation and amortisation		483,946	150,275
Below the line expenditure:			
Loan Interest		(1,050,437)	(1,004,660)
Depreciation		(438,532)	(457,794)
Release of Capital Grants		178,265	146,195
		(1,310,704)	(1,316,259)
(Deficit) before taxation and exceptional items		(826,758)	(1,165,984)
Exceptional items *1		500,000	526,554
(Deficit) before taxation		(326,758)	(639,430)
Taxation	4	-	81,720
(Deficit) for the year after taxation		(326,758)	(557,710)

*1 A one off amount of £500,000 was received from the ECB and used to clear down part of the outstanding loan balance with the ECB. 2013 exceptional item, one off interest rebate of £526,554 in respect of an interest rate hedge.

BALANCE SHEET

as at 31 December 2014

	NOTE	2014	2014	2013	2013
		£	£	£	£
Assets employed:					
Fixed Assets	5		28,335,785		28,493,028
Current Assets:					
Stocks		87,753		68,628	
Debtors	6	1,311,146		1,865,416	
Cash at bank and in hand		-		-	
		1,398,899		1,934,044	
Creditors: amounts falling due within one year	7	(3,764,065)		(3,521,551)	
Net current liabilities			(2,365,166)		(1,587,507)
Total assets less current liabilities			25,970,619		26,905,521
Funded by:					
Creditors: amounts falling due after more than one year	8		24,165,569		25,095,448
Deferred income - capital grants	9		5,019,668		4,697,933
			29,185,237		29,793,381
Capital and reserves					
Called up share capital	11		199		219
Capital redemption reserve	12		691		671
Income and expenditure account	12		(3,215,508)		(2,888,750)
			(3,214,618)		(2,887,860)
			25,970,619		26,905,521

These accounts were approved by the Board on 10th February 2015.

C J GRAVES, CHAIRMAN

R A SMITH, DIRECTOR



CASH FLOW STATEMENT

for the year ended 31 December 2014

	NOTE	2014	2013
		£	£
Cash inflow/(outflow) from operating activities	13	1,471,490	(519,886)
Returns on investments and servicing of finance	14	(1,050,437)	(1,004,660)
Capital expenditure and financial investment	14	(281,289)	(300,708)
Cash inflow/(outflow) before financing		139,764	(1,825,254)
Financing	14	(143,284)	2,804,311
(Decrease)/Increase in cash in the period		(3,520)	979,057
Reconciliation of net cash flow to movement in net debt			
(Decrease)/Increase in cash in period		(3,520)	979,057
HSBC loan repayment		200,000	200,000
Leeds City Council loan repayment		200,000	700,000
Additional C J Graves loan		(1,000,000)	(1,000,000)
Additional Graves' Trust loans		-	(2,000,000)
Additional debentures		(13,617)	(40,783)
Other loans - ECB net repayment		559,296	(899,296)
New finance leases		-	-
Capital element of finance lease repayments		197,585	235,723
		139,744	(1,825,299)

ANALYSIS OF NET DEBT

	At 1 Jan 2014	Cash Flow 2014	Other Changes 2014	At 31 Dec 2014
	£	£	£	£
Cash at bank and in hand	-	-	-	-
Overdraft - current	(301,249)	(3,520)	-	(304,769)
	(301,249)	(3,520)	-	(304,769)
Debt due within one year				
HSBC loan	(200,000)	200,000	(200,000)	(200,000)
Leeds City Council loan	(200,000)	200,000	(200,000)	(200,000)
Other loans ECB	(70,000)	(380,000)	-	(450,000)
Finance leases less than one year	(197,692)	197,585	(126,586)	(126,693)
Debt due after one year				
HSBC loan	(3,069,014)	-	200,000	(2,869,014)
Leeds City Council loan	(7,407,000)	-	200,000	(7,207,000)
Other Loans ECB	(939,296)	939,296	-	-
Pride Appeal Loan	(5,000)	-	-	(5,000)
Graves Family Trusts loans	(5,600,000)	-	-	(5,600,000)
C J Graves loan	(4,500,000)	(1,000,000)	-	(5,500,000)
Debentures	(366,679)	(13,617)	-	(380,296)
Finance leases more than one year	(1,212,655)	-	126,586	(1,086,069)
	(23,767,336)	143,264	-	(23,624,072)
TOTAL	(24,068,585)	139,744	-	(23,928,841)

NOTES TO THE ACCOUNTS

for the year ended 31 December 2014

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 international ticket and hospitality revenue, domestic ticket and hospitality revenue, subscriptions, England and 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 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 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 systems	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.



NOTES TO THE ACCOUNTS CONT.

(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 within the Balance Sheet as deferred income, and are released to the Income and Expenditure Account by equal installments over the expected useful lives of the relevant assets in accordance with accounting policy (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.

(f) 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 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

Going concern

The Club is in a net liability position of £3.2m (2013:£2.9m). This includes deferred income of £1.8m (2013:£1.6m). Details of the loan and overdraft maturity analysis which impact on the financial position can be found in Note 8. The Club is not expecting to generate a cash surplus in 2015 and therefore Mr. C J Graves has agreed to provide such cash flow support as the Club requires for at least 12 months from the date of the accounts to allow the Club to pay creditors as they fall due. Due to this support, the Board therefore considers it appropriate to prepare the financial statements on a going concern basis.

3. DIRECTORS' REMUNERATION

	2014	2013
	£	£
Wages and salaries	-	-
Social security costs	-	-
Pension costs	-	-
	-	-

4. TAXATION

	2014	2013
	£	£
UK corporation tax	-	-
Current tax on income for the period	-	-
Adjustments in respect of prior periods	-	-
Total current tax	-	-
Deferred tax (see Note 10)	-	(81,720)
Tax on (deficit) on ordinary activities	-	(81,720)
(Deficit) on ordinary activities before taxation	(326,758)	(639,430)
Current tax at 21.50% (2013: 23.25%)	(70,253)	(148,667)
Effects of:		
Expenses not deductible for taxation purposes	61,864	27,992
Non taxable income	(104,958)	(78,168)
Depreciation for the period in excess of capital allowances	2,366	(27,456)
Losses not utilised	110,981	226,299
Total current tax (see above)	-	-



NOTES TO THE ACCOUNTS CONT.

5. FIXED ASSETS

	Cricket Centre		Headingley Cricket Ground					
	Freehold Land and Buildings	Plant and Equipment	Freehold Land and Buildings	Plant and Equipment	Improvements to Leasehold Property	Assets in the course of Construction	Office Equipment	Total
	£	£	£	£	£		£	£
Cost:								
At 1 January 2014	601,124	773,176	25,293,079	4,916,178	4,584,662	-	395,179	36,563,398
Additions	-	-	36,137	5,565	11,741	370,828	-	424,271
Adjustments	-	-	-	-	(142,982)	-	-	(142,982)
At 31 December 2014	601,124	773,176	25,329,216	4,921,743	4,453,421	370,828	395,179	36,844,687
Depreciation:								
At 1 January 2014	122,826	761,182	2,376,134	4,287,149	157,893	-	365,186	8,070,370
Provided in the year	16,413	1,457	239,358	126,528	39,237	-	15,539	438,532
At 31 December 2014	139,239	762,639	2,615,492	4,413,677	197,130	-	380,725	8,508,902
Net Book Value:								
At 31 December 2014	461,885	10,537	22,713,724	508,066	4,256,291	370,828	14,454	28,335,785
At 31 December 2013	478,298	11,994	22,916,945	629,029	4,426,769	-	29,993	28,493,028

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 £1.3m represents costs associated with fit out, structural amendments, legal and consultancy fees. The total cost is depreciated over 125 years, which represents the term of the lease.

Assets in the Course of Construction represent the expenditure incurred by the end of 2014 relating to the installation of the floodlights at Headingley Cricket Ground.

6. DEBTORS

	2014	2013
	£	£
Trade debtors	304,543	194,341
Deferred tax asset (see Note 10)	840,306	840,306
Other debtors	166,297	830,769
	1,311,146	1,865,416

7. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2014	2013
	£	£
Leeds City Council loan	200,000	200,000
Bank loan	200,000	200,000
Bank overdraft (secured)	304,769	301,249
ECB loans	450,000	70,000
Trade creditors	175,157	252,503
Finance leases	126,693	197,692
Social security and other taxes	368,925	272,162
Other creditors	58,358	203,808
Accruals	111,774	245,825
Deferred income	1,768,389	1,578,312
	3,764,065	3,521,551

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

	2014	2013
	£	£
Leeds City Council loan	7,207,000	7,407,000
Bank loan	2,869,014	3,069,014
ECB Loan	-	939,296
Pride Appeal loans	5,000	5,000
Debentures	380,296	366,679
Finance Leases	1,086,069	1,212,656
Deferred income	1,518,190	1,995,803

CJ and J Graves Accumulation and Maintenance Trusts loans	5,600,000	5,600,000
C J Graves loan	5,500,000	4,500,000
	24,165,569	25,095,448

Loan and overdraft maturity analysis:

In one year or less or on demand	1,281,462	968,941
In more than one year but not more than two years	6,075,000	1,465,986
In more than two years but not more than five years	6,925,000	7,625,000
In more than five years	9,647,379	14,008,659
	23,928,841	24,068,586

The Leeds City Council loan is repayable by 15 December 2025 at an interest rate of 4.5% per annum. The Club has given a First Legal Charge over the freehold property known as Headingley 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 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 2020 and bears an interest rate of 4.0% over the Bank's base rate. Mr C J Graves has also provided a personal guarantee in respect of the indebtedness to HSBC Bank plc.

The loan from Mr C J Graves bears interest at the rate of 3.5% plus the Bank of England Base Rate. This was reduced from 4.0% plus the Bank of England Base Rate during the year. The loan is repayable on demand with 12 months notice. The Club has given Mr C J Graves a Fourth Legal Charge over the property known as Headingley Cricket Ground. The C J and J Graves Accumulation and Maintenance Trust loans each bear interest at the rate at the higher of 4.0% above the Bank of England Base Rate, and 4.5% per annum. However, interest is capped at 7.0%. These loans are repayable in October 2016 and the Club has given a Third Legal Charge over the property known as Headingley Cricket Ground.

The ECB loan outstanding at the end of 2013 represents a loan which was made available to all 18 First Class Counties with the purpose of supporting capital improvements and accelerating capital debt repayments. £939,296 had been drawn down by the end of 2013 and a further £60,704 was drawn down in 2014. The £1m loan was repaid towards the end of 2014 using a £500,000 one off fee payment from the ECB and a £500,000 grant from the ECB towards capital improvements.

An additional loan was made available by the ECB towards the cost of installing the floodlights at Headingley Cricket Ground. The total available loan is £700,000 of which £450,000 has been drawn down by the end of 2014. It is expected by that this loan will be repaid by a series of one off fee payments from the ECB following each of the first four floodlit televised games at Headingley Cricket Ground.



NOTES TO THE ACCOUNTS CONT.

9. DEFERRED INCOME: CAPITAL GRANTS

	2014	2013
	£	£
At 1 January	4,697,933	4,844,128
Received in year	500,000	-
Released to Income and Expenditure Account	(178,265)	(146,195)
At 31 December	5,019,668	4,697,933

10. PROVISION FOR LIABILITIES - DEFERRED TAXATION (ASSET) / LIABILITY

	2014	2013
	£	£
At 1 January	(840,306)	(758,586)
(Credit) to Income and Expenditure Account for the year	-	(81,720)
At 31 December	(840,306)	(840,306)

The elements of recognised deferred taxation are as follows:

Difference between accumulated depreciation and capital allowances	219,690	219,690
Tax losses	(1,059,996)	(1,059,996)
	(840,306)	(840,306)

An asset of £67,789 (2013 £ nil) has not been recognised and remains un-provided due to uncertainty surrounding the future utilisation thereof based on current budget information.

11. SHARE CAPITAL

	2014	2013
	£	£
Allotted, called up and fully paid Ordinary shares of 5p each	199	219

During the year there was a net reduction in qualifying members of 401. The total number of qualifying members as at 31 December 2014 was 3,973 (2013: 4,374). Each member of the Club owns one Ordinary share, and the rights attached thereto are contained within the Club's rules which can be found on the Club's website, or from the Secretary on request.

12. RESERVES

	Income and Expenditure	Capital Redemption Reserve
	£	£
At 1 January	(2,888,750)	671
Deficit for the year	(326,758)	-
Shares in respect of retiring members	-	20
At 31 December	(3,215,508)	691

13. RECONCILIATION OF OPERATING SURPLUS/(DEFICIT) TO CASH FLOW

	2014	2013
	£	£
(Deficit) for the year before taxation	(326,758)	(639,430)
Loan interest and similar amounts payable	1,050,437	1,004,660
Operating Surplus / (deficit)	723,679	365,230
Depreciation of tangible assets	438,532	457,794
Capital grants received	500,000	-
Release of capital grants	(178,265)	(146,195)
(Increase) / decrease in stock	(19,125)	(4,430)
Decrease / (increase) in debtors	554,270	(607,155)
(Decrease) / increase in creditors	(260,065)	(181,577)
Decrease / (increase) in deferred income	(287,536)	(403,552)
Cash inflow/(outflow) from operating activities	1,471,490	(519,886)

14. ANALYSIS OF CASH FLOWS

	2014	2013
	£	£
Returns on investment and servicing of finance		
Loan interest and facility fees	(1,050,437)	(1,004,659)
	(1,050,437)	(1,004,659)
Capital expenditure and financial investment		
Purchase of tangible fixed assets	(281,289)	(300,708)
	(281,289)	(300,708)
Financing		
Other loans received in year		
ECB	510,704	1,009,296
Debentures	13,617	40,783
C J Graves	-	2,000,000
Graves' Trust	1,000,000	1,000,000
ECB loan repayment	(1,070,000)	(110,000)
HSBC loan repayment	(200,000)	(200,000)
LCC loan repayment	(200,000)	(700,000)
Capital element of finance lease rental payments	(197,585)	(235,723)
Issue of ordinary share capital	-	-
Repurchase of ordinary share capital	(20)	(45)
	(143,284)	2,804,311



NOTES TO THE ACCOUNTS CONT.

15. LEASING COMMITMENTS

Operating lease payments amounting to £41,700 (2013 - £40,163) are due within one year. The leases to which these amounts relate expire as follows:

	2014 Land and Buildings	2014 Other	2013 Land and Buildings	2013 Other
	£	£	£	£
In one year or less	-	-	-	221
Between two and five years	-	11,704	-	9,942
In five years or more	30,000	-	30,000	-
	30,000	11,704	30,000	10,163

16. RELATED PARTY TRANSACTIONS

During the year, Mr R A Smith was a Board Member and Trustee of the Yorkshire Cricket Foundation (YCF). During 2014, the YCF awarded non capital grants of £20,083 (2013 - £13,294).

17. PENSIONS

The Club operates defined contribution pension schemes for the benefit of certain employees. The amounts paid during the year were £236,334 (2013 - £195,075). The assets of these schemes are administered in funds independent from those of the Club.

18. AUDIT FEE

The club paid its auditor £16,750 (2013 - £16,500) in respect of the audit of this Financial Statements.

INDEPENDENT AUDITOR'S REPORT

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 ("the Club") for the year ended 31 December 2014 set out on pages 12 to 22. The financial reporting framework that has been applied in their preparation is applicable 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 87 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Club's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Club and the Club's members, as a body, for our audit work, for this report, or for the opinions we have formed.

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 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 Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

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 2014 and of its deficit for the year then ended; and
- comply with the requirements of the Co-operative and Community Benefit Societies Act 2014.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following.

Under the Co-operative and Community Benefit Societies Act 2014 we are required to report to you if, in our opinion:

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

Andrew Sills

for and on behalf of KPMG LLP, Statutory Auditor
Chartered Accountants

Leeds

10th February 2015



AGM MINUTES

**MINUTES OF THE ANNUAL GENERAL MEETING HELD
ON SATURDAY 29TH MARCH 2014 AT 10.00am IN
THE LONG ROOM, EAST STAND, HEADINGLEY**

PRESENT:

Colin Graves (Chairman)

Mark Arthur

Martyn Moxon

Charles Hartwell

348 members

1. Welcome

The Chairman welcomed everyone to the meeting and thanked them for their attendance. The Cricket Department was represented by Martyn Moxon and Ian Dews, and players, Andrew Gale, Liam Plunkett, Alex Lees,

2. To receive apologies for absence

The Chairman reported that the following apologies had been received:

G Verity, Robin Smith, G Newing, P Sharpe, D Hirst (Southern Group), E D G Bunker, P Chapman, E J Chapman (Mrs), A Stirk, G Cope, J M Parkinson, M Burton, G Boycott, P Waterhouse, Ms Molly Staines, Stewart Sykes and J Stephens.

The Chairman reported that 13 members had died during the year and this was marked by a minute's silence. Those who had died were:

Dr Chatterjee, Mr Ian Goddard, Mr Gordon Morelli, Mr Charles Fenton OBE JP, Mr Bill Oakland, Mr Garry Keyworth, Mr L R Cliffe, Mr F G Haw, Mr J F Vickers, Mrs Sarah Milner, Mr Norman Ainsworth, Mr Peter Jouxon and ex Yorkshire and England player Mr Graeme Stevenson.

3. Minutes and Matters Arising of the AGM held on Saturday 30 March 2013

The Chairman asked the meeting to approve the minutes of the AGM held on 30 March 2013.

A Mr Baron raised with the Chairman the appointment of Michael Vaughan to the Board and wanted to know if the Club had received effective use out of Mr Vaughan as a Board Member, as his attendance seemed to always be by telephone and not in person.

The Chairman said he wanted to answer this personally because it was important for everyone to understand how this worked. The Chairman said the Board were aware before Mr Vaughan was appointed that he travelled a great deal and would have difficulty attending and supported the decision to appoint.

The Chairman said Michael Vaughan supported the Chief Executive and Director of Cricket and also been instrumental in recruiting players to Yorkshire. The Chairman said Michael Vaughan's appointment to the Board was not for his finance and development skills, his strengths were cricket related so he did not need to be in attendance at Board meetings.

The minutes were approved on a show of hands.

4. To receive a report from the Chairman

The Chairman said there were a few things he wanted to raise today and he would start with the Members' Committee, and Bob Stott and his 150th Anniversary Committee in particular, for organising the 150th Anniversary Celebrations which had been excellent and recognised the achievements made by the Club over the last 150 years.

The Chairman said the Club had had a fantastic year in the Championship, but had just missed out in the end. The Chairman congratulated all the players for their efforts over the year.

The Chairman said he wanted to thank Martyn Moxon, Jason Gillespie and Paul Farbrace, as he felt the new dynamic of the Cricket Department and the structure of the Club had made a positive contribution.

On the international scene it was well documented, there were a number of players representing England, Alex Lees in the A team and in the Under 19s Will Rhodes, Matthew Fisher were all coming through. The Chairman said he was confident everyone would see some great cricket played.

The Chairman said during the year the Club had appointed a new Chief Executive, Mark Arthur. He said Mark has been a breath of fresh air, he had experience of cricket and the ECB and felt Mark had done a fantastic job and was getting his feet under the table and members would see a difference.

Outgoing President – The Chairman thanked Geoffrey Boycott for his exceptional contribution over the last two years. He said Geoffrey had been a fantastic ambassador as President and he and his wife Rachael had done a superb job and he wanted to thank them sincerely for everything they had done.

The Chairman went on to thank the Board of Directors, all the staff, players and members who had supported the Club in 2013.

The Chairman said he also wanted to thank all the volunteers, who year on year, worked unswervingly in support of the Club and made particular reference to:

Members' Committee

Yorkshire Cricket Foundation

Yorkshire Charitable Youth Trust

Supporters' Association

Players' Association

David Hall, Museum Director

Geoff Holmes and Vivien Stone (Bookstall)

The Archives Committee.

Development of Headingley Cricket Ground – the Chairman said a lot of work had been going on in the background and over the next four to five years the rugby stand would hopefully be redeveloped and would take the Club's capacity to 22,000, which was the level needed to compete with other grounds.

There were nine Test Match Grounds and seven Test Matches a year. CJG said it was important for the Yorkshire public to support Headingley as a venue, he said if they didn't its future as a venue for international cricket could be in jeopardy. In 2019 our staging agreement would come to an end and we would then be in the bidding process along with the other grounds.

The Chairman said from a Board perspective Yorkshire had always been a number one priority and since he had been involved with the Club, the cricket budget had never been cut, no other county could say that over the last 12 years.

The revenue generated from Test Matches and ODIs was what kept this Club going and it was therefore crucial that Yorkshire retained international matches and in order to do this, it had to fill the ground for the first three days of a Test Match. Test Match tickets at Headingley were the cheapest in the country.

The West Stand had now been renamed the White Rose Stand and this would be partitioned into four sections.

CJG said there was an Ashes Test Match in 2019 and the World Cup being played in England and hopefully it would mean some World Cup matches being played at Headingley too. CJG said no other ground apart from Surrey had a Staging Agreement.

Questions were asked about the need for the ground to be redeveloped and perceived pressure from the ECB. The Chairman said the pressure to redevelop grounds came from within grounds themselves who were keen to be awarded matches when they were available.

The need for floodlights was queried. In response CJG said that if Headingley did not have floodlights it would lose the right to stage international cricket as the provision of lights was a mandatory ICC requirement for international venues.

Debt – The Chairman said debt cost the Club £1m per annum, once the debt has been settled the business would look after itself.

Some grounds have paid as much as £2m for a Test Match. Those fees are agreed by a body within the ECB titled the Major Match

Group. Once that staging fee had been paid the ground would fix the ticket price. The ECB had no influence on the price of Test Match tickets.

A member from the floor said it remained for members to thank the Chairman personally for all his efforts over the years, because without that, the Club would not be where it was today.

A member asked why Bradford and Bingley had not got a second team fixture? This was explained because some grounds only wanted a one day game and could not host a three or four day game because they did not have the necessary infrastructure. Bradford and Bingley declined a fixture last year due to other commitments.

5. To receive and approve the Accounts, together with the Independent Auditors Report thereon, for the year ended 31st December 2013

Charles Hartwell (CH), the Club's Finance Director, presented his report and the Club's financial statements for the year ended 31st December 2013.

CH said there were positives and negatives overall. The financial performance was disappointing because income was down, the EBITDA was down from £1.2m to £150K and the bottom line deficit had increased.

This was in part due to the Test Match v New Zealand in May, where the first day was rained off and the match going into day five, which cost us money.

ODI – This match was rained off but this did not impact on revenues due to the match being insured. People either got their money back or were offered the opportunity to exchange their ticket. 4,000 people exchanged their ticket.

The ground had not as yet obtained a naming rights partner.

Membership income increased due to promotion to Division 1 and the success of Club Yorkshire, although full membership numbers declined with some members converting to the new category

The Club won its case against HSBC over swap interest and had been awarded a one off cash sum, and which also resulted in an interest saving of £150K pa (hence interest cost was now lower).

CH highlighted other points in the accounts including:

England appearance money – There were quite a few players in the England setup so this figure was higher than in previous years.

Prize money was received from the LVCC for achieving 2nd place.

The scoreboard had been replaced.

The Umpires facilities had been improved.

The Club had a new principal sponsor in Mazars



AGM MINUTES CONTINUED

The membership price had been reduced to £150 in our 150th year and had now been brought back to a realistic comparable with that of other counties.

Questions from the floor were invited and dealt with as follows:

A member asked what would happen if the Chairman got run over. The Chairman assured him there was an insurance policy in place.

A question was asked about what facilities were owned by the Club. The Club own all the ground apart from the car parks, including the hotel building which is rented to Leeds Rugby.

At the end of 2019 the pouring rights reverted to the Club. Part of the deal when we bought the ground was that Leeds Rugby gave us a set sum each year until 2019 for the pouring rights.

The Chairman said there were a lot of opportunities going forward.

The question was asked if there was an intention to hold other functions at the ground other than cricket? The Club had a licence to stage concerts and the Commercial team were looking at getting a concert staged at the ground and were working with promoters to get this organised.

Membership was discussed and the Chairman said if everyone in this room went out and recruited a member it would really help the Club.

He said more people needed to come and watch championship cricket. The T20 Roses game was another big opportunity as this normally resulted in 'sell out'.

The T20 matches were now scheduled to take place on a Friday. If we could get the community behind the T20 matches and get 10,000 people to come it would change the face of this Club going forward.

A member made the point that the tickets for T20 plus the price of £4 a pint of beer were expensive. CH responded by saying that after considering the cost of stewarding a game, staging the match, together with the quality of players who were on the pitch, the price was not bad.

It was pointed out that T20 was a massive opportunity for the Club this year, if you bought a season ticket as an adult, that worked out at £10 per match because it was just £70 to watch all the games.

For the ordinary person coming off the street to watch a single match, they would pay a little more and more often than not normally the match they want to come and see is against Lancashire, which is expected to be sold out this year.

The proposal to accept the accounts was put to the vote and carried with one against.

6. To receive a report from the Director of Cricket

MM's report had been circulated with the Annual Report.

MM said last year we went out to win the Championship and it was fair to say that going into the game at Durham the lads had a good chance, however we did not play our best and came up against a determined Durham side.

As pleasing as four day cricket was, it was equally disappointing in the one day results. We got a little bit of criticism about the selection process but make no apology for it, as. The plan was to bring through the next generation over the next year.

MM said two outstanding overseas players would be joining us this year:

Kane Williamson was not only a tremendous player, but fitted well into the dressing room.

Arron Finch was also a great acquisition for us and came highly recommended.

Everyone had worked hard this winter and we were looking forward to the season ahead.

MM said there had also been some staff changes, Paul Farbrace had accepted a position with Sri Lanka and done very well. He had been replaced by Richard Dawson who had returned to the Club and would start on Monday.

We had also lost Tom Summers and Scot McAlister. Another old boy Ian Fisher, had joined as our S&C coach and had already done some tremendous work, assisted by Blaine Clancy a former intern who was now full time. Yorkshire were the first County to have two full time S&C coaches, which meant our young players would spend more time with an S&C coach than had historically been the case which would reap benefits going forward.

This meant our young players would get lots of time with an S&C coach than had historically been the case. This would reap benefits going forward.

Our new Physio, Kunwar Bansil, had joined us from Hull Rugby League, and was highly recommended.

MM said all in all the change in staffing had been seamless.

Along with current coaches who were doing tremendous work, MM said he felt we now had a strong cohesive unit. This would give players the best chance to get the success that we all want.

MM said he wanted to echo the sentiments of the meeting to the Chairman and Chief Executive and thank them for all their support.

MM said he wanted also to thank all the office staff, his cricket staff, Janet Bairstow, Hazel Snowden and Liz Neto for their hard work.

All your support is very much appreciated by me, the players and the coaching staff. We are the best supported county in the country and

we hopefully will give you something to cheer about and great cricket to watch.

MM was asked if he regretted the emphasis made on the Championship as opposed to T20. MM said the squad missed David Miller and Mitchell Starc and they were the areas that we maybe struggled with last season. Our bowling and our fire power was 50% down and these were the areas being worked on.

Players' expenses were queried and CH confirmed to the meeting that all expenses were scrutinised very carefully.

The Chairman said in September 2013 he had three coaches, one being tapped up by Sri Lanka, the other Australia and the other being interviewed for the job of Managing Director of England Cricket.

The Chairman thanked Martyn for his report and everything he has done this year.

6. To elect as President, Mr Harold Bird OBE

The Chairman said the process of electing a President was as follows:

A Nominations Committee which the outgoing President has a right to sit on, considered individuals to be put forward to the Board for election. Nominations were then considered and presented to the Board for further consideration.

The Board once it has considered the recommendations made, puts these forward to the AGM.

The Board accordingly had no hesitation in recommending Harold 'Dickie' Bird as President of the Yorkshire County Cricket Club. The Chairman said he did not need to tell the meeting about Dickie Bird, a passionate Yorkshireman, a world famous umpire. Dickie Bird was one of the most recognisable faces in the world of cricket. The Chairman said the Presidency this year reverted to one year only.

There were 385 votes in favour of Mr Dickie Bird being elected as President and 45 votes against giving a total of 90.15% in favour of the resolution.

The Chairman read a message from the outgoing President Geoffrey Boycott as follows:

"Would you please pass on my very best wishes to the President, I am sure he will enjoy his year as much as I did".

7(a) To elect as a Board member, Mr Stephen Willis. Mr Gareth Davies resigned from the Board with effect from 2nd July 2013 and Mr Stephen Willis was nominated as the Leeds Metropolitan University representative

There were 392 votes in favour and 8 votes against giving a total of 98.25% in favour of the resolution. A show of hands confirmed Mr Willis' appointment to the YCCC Board.

7(b) To re-elect as Board Member, Mr Stephen Denison. Mr Denison retires by rotation and offers himself for re-election supported by the Board.

The Chairman said the Board had no hesitation in recommending Steve Denison for re-election as a Board member.

There were 403 votes in favour and 11 against making a total of 97.59% in favour. A show of hands confirmed Steve Denison's re-election to the Board.

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

There were 445 votes in favour Mr Eric Stephens' election to the Members' Committee and 26 votes against. A show of hands confirmed Mr Stephens' election to the Members' Committee.

9. To appoint Mr Sachin Tendulkar as an Honorary Life Member of the Club

The Chairman said the Board were delighted to recommend Sachin Tendulkar as an Honorary Life Member of the Club. Sachin was our first overseas player and retired from world cricket this winter, he would be a wonderful ambassador for Yorkshire.

There were 419 votes in favour and 12 votes again giving a total of 97.37%. On a show of hands Sachin Tendulkar was confirmed as an HLM of the Club.

10a To appoint Mr Robert Hilliam as a Vice-President of the Club

The Chairman said the Board were delighted to recommend Robert Hilliam as a Vice-President of the Club.

There were 368 votes in favour and 37 against giving a total of 92%. On a show of hands Robert Hilliam was confirmed as a Vice-President of the Club.

Mr Hilliam thanked the Chairman and the Board for the great honour.

10b To appoint Mr Stephen Mann as a Vice-President of the Club

The Chairman said the Board were delighted to recommend Stephen Mann as a Vice-President of the Club for his unstinting work on the Members' Committee.

There were 387 votes in favour and 26 against giving a total of 94.3%. On a show of hands Stephen Mann was confirmed as a Vice-President of the Club.

10c To appoint Mr Bill Mustoe as a Vice-President of the Club

The Chairman said the Board were delighted to recommend Bill Mustoe as a Vice-President of the Club for all the hard work he put into Scarborough Cricket Club to get them to where they should be as a Club and cricket squad.

There were 386 votes in favour and 22 against giving a total of 95.2%.



AGM MINUTES CONTINUED

On a show of hands Bill Mustoe was confirmed as a Vice-President of the Club.

10d To appoint Mr David Warner as a Vice-President of the Club

The Chairman said the Board were delighted to recommend David Warner as a Vice-President of the Club, he said David had been a generous and fair supporter of the Club in his capacity as a journalist.

There were 405 votes in favour and 12 against giving a total of 97.4%. On a show of hands David Warner was confirmed as Vice-President of the Club.

11. To appoint KPMG LLP as auditor 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 2014 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 406 votes in favour and 12 against giving a total of 97.4% 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

12a To award the President's Medal

The Board have no hesitation in recommending Bob Stott to receive the President's Medal for his excellent leadership of the 150th Anniversary Committee.

12b Bob Stott replied by saying that all the Committee and Geoffrey and Rachael in particular put in a tremendous amount of work into making the 150th year a great success and he accepted the medal on behalf of the Committee, Bob also thanked the members who had supported all the events.

To award the Fifty Year Membership Medals

The chairman awarded medals to recognise fifty years' continuous membership to:

Charlotte Evers

Raymond Leach

Peter Waterhouse

12c Stewarding

The question of the number of stewards at matches was raised. The Chairman said this has been looked at over the last few years and the Club would like to see us steward the ground ourselves as that would save a considerable amount of money. The Chief Executive said that stewarding was constantly being looked at with a view to cutting down

on numbers where we could.

Our stewards at International Matches wear blue Yorkshire blazers with the white rose on the pocket. The Club's objective was to achieve a better experience and friendly environment for everyone who comes to the Club. One member commented that he did not want stewards wearing the Yorkshire White Rose blazer.

12c Other items

The 2014 year books were on sale at £6 per copy and were available from today.

There was also a book on sale which depicted Yorkshire outgrounds for the last 150 years.

The new team training range was also available from the Club shop

The Chairman said all that remained was to thank everyone for coming today, and to wish Andrew Gale and his team, Martyn and the coaches, all the best for the coming season.

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 (to 31.03.14)
	Mr A Kilburn
	Mr R W Stott
In Attendance:	Mr M Arthur – Chief Executive
	Mr A Dawson – Commercial Director
	Mr R Smith – Board Director

There were seven full meetings held during 2014. The minutes of these meetings are passed to the main Board and included in Board papers for meetings immediately thereafter. There were no changes to the list of participants and attendees during the year other than the resignation of Graham Clark for business reasons early in the year.

Two Member Forums were also held during the year. Whilst the content of some of the issues raised has left much to be desired the forums have proved to be an excellent opportunity for Members to communicate with club management. A change of venue during the year helped to ensure uninterrupted debate but the numbers attending were somewhat reduced. For 2015 the same venue in the old Pavilion will again be used but greater efforts made to communicate just where and when the meeting is being held. The Committee and club will seek to provide specific presentations on matters of member interest such as that during the year on proposed ground improvements.

Test match staging and attendance levels was a subject of debate at many of the committee meetings. The number of Members buying tickets for Tests continues to be disappointing. Whilst there are some justifiable reasons such as the county side playing elsewhere on the same dates it is hoped that in 2015 many, many more Members will seek to watch at least one day of the test. Test match attendance levels help to finance the club in general and in particular help to ensure the academy is run and maintained at the current high standards. The club deserve considerable credit for the way tests and ODI games are now staged and managed. The improvements over recent years are substantial with the 2014 Test a most enjoyable spectator experience, a view expressed by the majority of those attending.

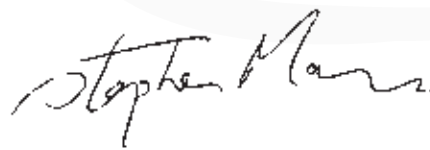
Test match and ODI pricing were also given much attention in the year.

The committee and the club have sought innovative ways to maximise attendances and this important income stream. The objective has been to price people into the ground and not have a pricing structure that drives spectators away. To this end the Test Match "season ticket" looks, at the time of writing, to be proving the much hoped for attraction for the 2015 Test.

The Committee provide feedback and comment to the club on the numerous issues raised by the membership. Commercial activities through the shop and web site have been subjects of particular discussion and it is anticipated that a number of improvements will be evident in 2015.

The Committee have continued to raise Member dissatisfaction with the poor state of some facilities and general staging of games at Scarborough. That Scarborough is a much loved venue is beyond doubt but there really does need to be an improvement in the management and preparedness by the host club. Facilities need to be tried, tested and in full working order well in advance of the opening day.

In conclusion, I would like to express my sincere appreciation to all the Members' Committee for their support and work throughout the year. They all give a significant amount of personal time and expense to work for the club and the membership. Graham Clark was a fine example of these dedicated volunteers. Due to pressures of work Graham had to reluctantly step down from the Committee early in the year. His work for the committee and the club on operational matters are greatly appreciated.



STEPHEN MANN
Chairman
Members' Committee
The Yorkshire County Cricket Club



BOARD ATTENDANCE FOR 2014

Name	Possible	Actual
Elected / Ex officio:		
C J Graves (Chairman)	6	6
S Willis	6	3
S Denison	6	4
M Farrington	6	5
R A Smith	6	6
M P Vaughan	6	0*
In attendance:		
M Arthur (Chief Executive)	6	6
P Hudson (Secretary - appointed 24 April 2014)	5	5
C Hartwell (Secretary - resigned 24 April 2014)	1	1
M Moxon	6	5
H Gratton	6	4
G Verity	6	3

* M P Vaughan discussed Board Business with the Chairman by telephone immediately prior to each and every Board Meeting.

THE YORKSHIRE CRICKET FOUNDATION

CHAIRMAN'S REPORT

2014 has been another fantastic year for the Yorkshire Cricket Foundation. We've created, developed and delivered more projects than ever before and engaged with more communities' right across Yorkshire.

Cricket in Yorkshire as a whole is going through some significant changes at the moment. A new way of joined up thinking between all parties involved in running the game in the county have come together to form 'Yorkshire Cricket'. This group involves Yorkshire County Cricket Club, Yorkshire Cricket Board and Yorkshire Cricket Foundation. This is fantastic for us as the foundation and means we are right at the centre of cricket in Yorkshire and are the main conduit for engagement in to the communities' right across the county.

We now employ three full time staff (1 externally funded) and we have two interns that work with us two days a week. We also casually employ tutors and a tour guide to help with delivery. As always Pro Coach are our coaching delivery arm and have been fantastic for us in what has been a very busy year. As a result of our growth we are working on a new strategy to ensure we are effectively engaging with Yorkshire communities going forward. All of our work will now fall under five themes which are:-

- Education
- History & Heritage
- Health & Well Being
- Participation
- Inclusion

To summarise some of our other achievements this year:-

- 4,000 Children took part in cricket in the classroom
- 6,000 people attended Children's Day
- 600 School Children took part in our new Education day at the stadium
- We created a new educational partnership with the charity 'One in a Million'
- Created new initiatives that take place during Scarborough Cricket Festival
- A large increase in visits to the museum and mobile museum through events, tours and educational projects



DAVID GENT

Chair of the Board of Trustees



ARCHIVES COMMITTEE REPORT

The receipt on loan of a unique trophy presented to Yorkshire and England all-rounder Billy Bates in Australia in 1883 and the purchase of one of Hedley Verity's White Rose county caps were among the main features of a busy and varied year for the Yorkshire Cricket Foundation Archives Committee.

The magnificent Bates Trophy, reputed to be an ostrich egg mounted on a silver and black plinth, was presented to Bates in Melbourne by the Australian team after England's innings victory in the Second Test in which the Lascelles-born cricketer played a substantial part.

He returned the astounding figures of 7-28 and 7-74, including his country's first ever hat-trick in the first innings, and also scored 55 in England's innings to become the first player to claim at least ten wickets and make a half-century in the same Test.

Bates, known as 'The Duke' for his dapper looks, made his debut for Yorkshire in 1887 and played 11 seasons, ending with 6,499 runs at 20.37 and 637 wickets at 16.78. He toured Australia on five occasions, playing all of his 15 Tests over there, and scoring 646 runs at 27.33 with 50 wickets at 16.42.

The Bates family have kindly loaned the Trophy to the Foundation and it has been on permanent display in the museum since it was handed over in a ceremony at Headingley in January, 2014. Among those present were Trevor Bates, the great-great nephew of Billy, and Linda Riley, whose mother, Brenda Pearson (nee Bates) is Billy's great-great niece.

Another key feature of the year involved contact with the family of the late Gerald Smithson, the former Yorkshire, Leicestershire and England left-hand batsman, and discussions over the future of memorabilia from his playing days. Born in Spofforth, near Harrogate, Smithson played in 39 matches for Yorkshire between 1946-50 before moving on to Leicestershire. He represented England in two Test matches.

The Archives Committee arranged in the summer for his widow, Anne Smithson, and daughter, Jacqueline Burrows, to be entertained at Headingley on the day of a Championship match and they were also escorted around the museum.

Brian Sanderson attended several cricket auctions on behalf of the Archives Committee and it was at one of these that he was able to purchase one of Hedley Verity's Yorkshire caps which will be professionally restored.

Verity, the famous Yorkshire and England left-arm bowler who died of his wounds in Italy in the 1939-45 war, twice took all ten wickets for his native county.

A copy of Chris Waters' book on Verity, 10 for 10, published last year, was kindly donated by the author to the Archives which also received copies of Joe Sayers' Rose-Tinted Summer, Anthony Bradbury's Frank Mitchell and Myles Hodgson's and Graham Hardcastle's Yorkshire A Champion Year which details last season's glorious journey to the Championship title.

Items acquired in 2014 included a postcard of the 1905 England team which played Australia and was captained by the great Yorkshire all-rounder, F. S. Jackson. The England team at Headingley also included Yorkshire's Schofield Haigh, David Denton, Wilfred Rhodes and George Hirst.

Among other items were: A letter by Norman Yardley to James P. Coldham who had written a book about F.S. Jackson; press cuttings donated by David Thorpe of George Hirst's funeral, attended by Wilfred Rhodes; the centenary brochures of Huddersfield League sides Golcar (1860-1960) and Hall Bower (1876-1976); a letter from Hedley Verity to a friend in Rawdon while Verity was on the MCC tour to South Africa in 1938; a White Rose emblem from Yorkshire's tour of North America and Bermuda in 1964 when Garfield Sobers was in their side; the original sepia photograph of Joseph Rowbotham, Yorkshire captain 1871-1875, inscribed in ink by E.R. Wilson, Yorkshire 1899-1923.

The Committee dealt with numerous enquiries during the year and these included matters on lesser known players such as Harry Green, H.E. Hartington, Alex Morris and Charles Oyston as well as an interview with Sir Leonard Hutton in Mombasa in 1987. There were also queries concerning signed bats, cricket during the 1939-45 War and the old Savile Town Ground at Dewsbury.

Archives Open Days were held on two occasions at Headingley during the summer and it is hoped to organise them more frequently during 2015.

I would like to thank Mick Pope and Dennis Smith for their services on the Archives Committee until standing down and to Howard Clayton (secretary), Paul Dyson, James Greenfield, Brian Sanderson, David Warner and Roy Wilkinson who remain on the committee and continue to give much valued support and expertise.

J.C. DAVID ALLAN
Archives Committee Chairman

NOTES





NOTES





THE YORKSHIRE
COUNTY CRICKET CLUB



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Calls are charged between 1p and 13p per minute for landline customers. Calls from mobile phones may vary