

# ANNUAL REPORT AND ACCOUNTS 2016





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# CHAIRMAN'S REPORT

## SO CLOSE!

It was an unbelievably exciting but ultimately heart-breaking end to the 2016 season at Lord's but I was incredibly proud of the team's approach to the game and their decision to go for the win. Watching Tim Bresnan steer us to the bonus point we needed to keep our championship hopes alive was one of the most nerve-wracking times of my life, but Middlesex were the most consistent team throughout the season and worthy winners, further developing some fine young talent of their own in the process.

## SEMI FINAL HEARTACHE

We entered the season determined to win at least one of the white ball competitions and so the two semi-final defeats in 2016 were particularly disappointing. It's fair to say that we weren't helped by the constant team changes caused by international call-ups/releases (just look at the stability in Northants' NatWest T20 Blast winning team) and achieving greater consistency remains a priority.

## INTERNATIONAL SUCCESS

I was lucky enough to be at Newlands last January to see Jonny Bairstow's maiden Test century in his outstanding partnership with Ben Stokes where they scored 399 off 346 balls, the highest 6th wicket partnership in Test history. The rest of the 2016 international season turned out to be exceptional for both Jonny and Joe Root who further cemented his place as one of the top 3 batsmen in the world. The prospect of seeing them both (together with our other England internationals) at Headingley this year is a very exciting one and ticket sales for the ODI against South Africa and Test Match against the West Indies are going well. Please come along and support!

## ALL CHANGE

We said farewell to Jason Gillespie at the end of season gala dinner. In his five years as 1st XI coach Dizzy led Yorkshire

out of the second division to consecutive County Championship titles, suffering just a handful of defeats in nearly 80 games and making a huge number of friends along the way. Dizzy will forever occupy a special place in our hearts and we wish him, Anna and the kids health, happiness and every success in their new lives in Australia.

After a wide-ranging and rigorous search process conducted by Martyn Moxon I was personally delighted that Andrew Gale was chosen to replace Dizzy. No-one embodies the values of YCCC more than Gale and the leadership qualities he has demonstrated throughout his time as captain and the huge respect he commands throughout the dressing room mean that he is ideally placed to drive further success in the future.

I'm equally delighted that Gary Ballance has been appointed Club Captain. His experience and tactical awareness will be invaluable, as will the contribution of Tim Bresnan as vice-captain.

## THE KOLPAK DEBATE

Whether you feel that Kolpak signings in county cricket are bad for the game or just the result of routine market forces, we have a clear policy of growing our own at YCCC. Our primary priority is to nurture and grow cricketers of the highest quality and to that end we invest substantially in developing our own talent. The production line of players that have emerged from our Academy, broken into the Yorkshire team and gone on to international glory is testament to that policy and the unrivalled quality of our coaching staff. Long may it continue.

## TWENTY 20 IN 2020

Much has been written and said about the ECB's proposals for a new "city based" T20 competition from 2020 onwards. Unfortunately, commentators have often lost sight of the twin goals of the new competition: securing the financial stability of all 18

FCCs and driving significantly increased audiences for cricket, particularly families. Both of these objectives are fundamental to the long term future of YCCC and we are supportive of the new initiative whilst maintaining our belief that the continued integrity and success of the County Championship remains paramount. And for the avoidance of doubt we don't want any team that plays at Headingley to have Leeds in its name (even though I'm a LUFC fan)! Please remain open-minded about the proposed new competition and come along to the AGM where more details will be provided and you can join in the debate.

## HEADINGLEY STADIUM

I said last year that we are determined to make Headingley one of the best sporting venues in the country and thereby secure its future as an international cricket ground. This remains a complicated and expensive goal but one which we and our friends at Leeds Rugby are totally committed to, despite the difficulties of planning and funding. Leeds City Council and the Leeds City Region Local Enterprise Partnership are very supportive but we are in a crucial period if the new North : South stand is to be ready for the World Cup and Ashes Test in 2019. Further details will be provided to members at the AGM.

## THANKYOU

Everyone involved with your club demonstrates a passion and commitment which goes above and beyond and none more so than John Hampshire who is an outstanding ambassador for YCCC as our President. John was a wonderful player and umpire and is a truly exceptional man and it was an absolute privilege and a joy to spend time with him over the year. Thanks to Mark Arthur for his day to day management of the Club and also for his partnership with Andrew Watson of the Yorkshire Cricket Board in transforming the leagues

structure across the County. We are also indebted to the Yorkshire Cricket Foundation and the former Yorkshire Schools Cricket Association for their tremendous work in driving participation amongst the younger age groups. Finally, thanks to the rest of the board and every member of staff for their hard work and commitment. You are all amazing!

We are also indebted to our sponsors and commercial partners who have been with us every step of the way and we're very proud to have each of them as part of the Yorkshire Cricket family.

Steve Mann is stepping down after 10 years as chairman of the Members' Committee. Steve has been a passionate advocate of members' interests and the board are extremely grateful for his terrific contribution and advice over the years.

Finally, a big thankyou to each of you as members. Your support is massively appreciated by everyone at the club. As I write there has been an 11% increase in membership compared to the same point last year. Please keep spreading the word about the excellent value that membership offers!

So as we look forward to the start of the 2017 season I hope you have a healthy and exciting year and I wish Andrew Gale and Gary Ballance every success in both regaining the County Championship and capturing at least one of the white ball trophies. No pressure there then boys!



Steve Denison  
Chairman





# CHIEF EXECUTIVE'S REPORT

2016 was another year of steady progress for the Club, both on and off the field. Whilst we came agonisingly close to winning a third consecutive County Championship, and took the season into the last hour of the last day of the last match, it was not to be. We were probably not at our best at crucial times of the season, but the experience will only drive us on in the search for another Championship in 2017. In the white ball formats, two semi-finals would suggest that we are also improving as a one-day team.

Off the field, this was our first full year of trading without either the financial support of our former Chairman or the benefit of a re-financing package. So, to record a small profit from where we were in 2013, with income increasing by £2m from that year, is testimony to the ability and hard work of everyone associated with the Club.

A three-day Test match can cause issues for a hosting ground, but our excellent advanced ticket and hospitality sales, complemented by an emphatic England win, due largely to Jonny Bairstow's magnificent 140 - meant that it was another successful Headingley Test. That said, we are really looking forward to hosting a Headingley Test in the summer months in 2017, and early sales would suggest bumper crowds in August for the visit of the West Indies. The ODI between England and Pakistan was practically a 'perfect day' from a delivery

perspective. Five Yorkshire players were in the England team and the atmosphere in the Ground was special. It was a tremendous game of cricket culminating in a home victory.

Domestic success was achieved yet again by our age group sides. The Yorkshire Girls U13s won their fourth consecutive title, and the U17s were also crowned County Champions. Sessay CC won the National Village Cup Final at Lord's, and the Black Sheep Trophy saw York CC triumph. Our Academy won the Yorkshire League Knockout Trophy, defeating Sheriff Hutton Bridge CC in the final. The inaugural Yorkshire Premier League Final took place in Abu Dhabi where Wakefield Thornes CC beat Pudsey St. Lawrence CC. The match was streamed live back to the UK to over 12,000 on line viewers. That wasn't at all bad for a club match on a Thursday afternoon in October!

The Kia Women's Super League was launched in 2016, and the Yorkshire Diamonds represented our county. Whilst results were hard to come by, the crowds were excellent, and we look forward to a double-header against Lancashire at Headingley in 2017.

The Scarborough Festival seems to be becoming more and more popular (if that is possible), and a members' poll indicated that two Championship matches should be retained at Scarborough. Our thanks go to their Chairman,

Bill Mustoe, and his team for maintaining the first-class experience that we all enjoy so much at North Marine Road.

The end of the season saw the departure of our first team coach, Jason Gillespie. He had five outstanding years at the Club and immersed himself in every aspect of Yorkshire Cricket. Promotion in his first year; two County Championship Trophies; a second and third place is a record he can be proud of. Additionally, Andrew Gale stepped down as first team Captain, as well as retiring from first class cricket. He has been a superb leader of a very talented group of players for the last seven years and his record will be well documented in the history of The Yorkshire County Cricket Club. We also need to record our thanks to Bernard Knowles and Chris Hassell for their dedication to Yorkshire Schools cricket for many years.

Free Wi-Fi was installed at Headingley by InTechnology, enabling members and spectators to stay in touch with the rest of the world, whilst being consumed by the cricket. It has set the benchmark for such a service within British stadia. A Multi Faith Room was created just prior to the ODI, thanks to Regal Foods. Again, this has proven to be very popular. Changes were also made to the retail and ticketing areas to improve the customer experience. At the end of the season Andy Fogarty and his groundstaff team

created eight new pitches on the edge of the square to enable more practice in the middle. These will be in use for 2018. This year we are replacing all the balcony seating in the Carnegie Pavilion as well as commencing improvements in the Long Room.

We have much to look forward to in 2017 and beyond. A new first team coach in Andrew Gale and a new Captain in Gary Ballance, will hopefully lead us to more success in the coming years. An experienced first team squad - learning to manage with all the international call-ups, and many young emerging players eager to take their chances when they arise. Developments at Headingley, Scarborough and Bradford all on the horizon. We aim to bring more young players through the Pathways system (which is administered by the YCB and Pro Coach), the community work of the YCF continues to grow throughout Yorkshire and we remain ever-grateful for the loyal support of our members, partners, stakeholders and volunteers. It's an exciting time to be involved with Yorkshire Cricket.

Enjoy the season

**Mark Arthur**  
Chief Executive

The Yorkshire County Cricket Club







# DIRECTOR OF FINANCE'S REPORT

Financially 2016 has continued to show a steady improvement over previous years. This has been our first complete year since the refinancing of the Club was completed in December 2015.

From a financial structure point of view, we have seen the impact of the refinancing on the Club's results. Our interest charge has been approximately £300,000 lower than it would have been without the support of our lenders, as reported on last year. In addition to this, we have benefited from the absence of capital repayments on our main funding loans.

Operating the Club in this environment has meant we have been able to focus on the running of the Club, and for the first time in several years we have avoided having to raise funds through a financing exercise. It is currently envisaged that this situation will continue during the 2017 year, subject to any funding required in respect of stadium developments during 2017.

The Club has had a financial result which continues the improving trend seen in recent years. Turnover shows a year on year increase of 5.1% to £8.8m. Our income is now slightly over £2m higher than it was in 2013, with improvements in all categories of income.

EBITDA generated in the year is in excess of £1m, which together with the restructured interest charge has delivered a small surplus before taxation of £3,000. Set out on the following page is a summary of our financial performance covering the 2013 year, up to date.

The tax charge in the year is an accounting treatment to reflect a deferred tax charge in the accounts. This does not directly result in a tax liability that requires payment.

There remain however many financial sensitivities within the Club's financial results. In the light of these, it remains important that finances continue to be managed in a very careful manner. Set out in the following table are certain financial items which the Club has benefited from during the year.

We are naturally grateful for all the one-off items, including prize money, and a generous legacy we have been left in a will. However we must remain careful not to become dependent on these items.

Our cash flow for the year is an outflow of £959,000. This includes an adverse working capital movement of £602,000 within creditors relating to items of current year funding from the ECB which were received in the 2015 financial year, together with an increase of general trade creditors at the end of 2015, which were paid in the current year.

Capital expenditure in the year was £257,000 of which the main item related to the provision of WiFi in the stadium. The Club also invested in hand dryers in the toilets, which should improve the cleanliness of the toilets, and reduce our annual running costs.

The 2017 year will bring its own financial challenges, including the financing of any continued development in the stadium. At the time of writing this report there are many ongoing discussions in this area, and an up to date presentation on these plans will be provided at the AGM.

**Paul Hudson**

Director of Finance

The Yorkshire County Cricket Club

Items one-off in nature	2016 £'000	2015 £'000
<b>Prize money</b>		
- County Championship – 1 <sup>st</sup> place	-	158
- County Championship – 3 <sup>rd</sup> place	15	-
- Royal London semi final	5	5
- T20 semi final	16	-
<b>Player Missed Match Compensation</b>		
- Missed match compensation for players not available, due to international commitments. Additional compensation was received in respect of 2015.	71	-
<b>Legacy left to the Club</b>	70	-
	<b>177</b>	<b>163</b>

**Historic financial trends**

	<b>2016</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
International ticket and hospitality	2,399	2,441	2,181	2,239
Domestic ticket and hospitality	1,005	836	538	442
Subscriptions	740	652	564	520
ECB	2,638	2,481	2,194	1,832
Commercial income	1,881	1,905	1,797	1,633
Other	131	50	33	108
<b>Total income</b>	<b>8,794</b>	<b>8,365</b>	<b>7,307</b>	<b>6,774</b>
Cost of sales	(2,109)	(1,993)	(1,746)	(1,398)
Cricket expenses	(3,055)	(3,168)	(2,765)	(2,937)
Overhead	(2,554)	(2,610)	(2,311)	(2,287)
<b>EBITDA</b>	<b>1,076</b>	<b>594</b>	<b>485</b>	<b>152</b>
Interest	(794)	(639)	(1,050)	(1,005)
Depreciation	(465)	(435)	(439)	(458)
Capital Grants release	186	177	178	146
Surplus / (deficit) before exceptional items	3	(302)	(826)	(1,165)
Exceptional items	0	781	500	526
Surplus / (deficit) after exceptional items	3	479	(326)	(639)

# DIRECTOR OF CRICKET'S REPORT

Our main objective ahead of the 2016 season was to be competitive in all three formats. After coming third in the Specsavers County Championship and reaching two semi-finals in limited-overs cricket, it's fair to say we were. Having said that, it was obviously disappointing not to win anything.

We had another good season of Specsavers County Championship cricket, culminating in the incredible finale at Lord's. The pressure and intensity of the fixture was unbelievable. The drama of the tenth wicket partnership between Tim Bresnan and Ryan Sidebottom was something to behold. It was deeply disappointing to fall short on that final day, but the competitiveness and spirit of the game was a fantastic advert for county cricket. To be fair to Middlesex, I think they deserved to win the title with their performances over the course of the season.

The main area for us to address in the County Championship is the top order batting. Over the course of the season individuals did well, but the top five rarely fired at the same time. In half of our innings we were 50 or less for three wickets, which put a big strain on our middle and lower orders. From that position, it's hard to win. This has been the case for a couple of years, so we need to get back into the habit of making big totals, as we did in 2014, and then we can back our bowlers to finish the job for us.

Our form in the Royal London One Day Cup was consistent once again this year, however, it was frustrating to fall short in the semi-final. Unfortunately we didn't bat well enough on the day against Surrey, and that cost us.

It was a similar story in the

NatWest T20 Blast where we put in a disappointing performance in the semi-final, particularly given the personnel at our disposal. Nevertheless, I feel we made real progress in this form of the game. I've spoken previously about our need to find a method, and despite a slow start to the competition I think we eventually found that method which served us well up until Finals Day. To beat the champions both home and away showed our capabilities, and hopefully this will give us confidence going into the 2017 campaign.

Obviously there have already been several changes in staff since the end of the 2016 season. I would like to express our gratitude to Jason Gillespie for his tremendous work over the last five years. It was a huge pleasure to work with him, and I would like to wish him well for the future. Jason's departure left big shoes to fill, and after speaking to several potential candidates I decided to advertise the role. There were a number of strong candidates, however, having given the situation a lot of thought, I approached Andrew Gale to discuss his feelings on the position. I wanted to protect the environment we have created, and in the short-term appoint someone who could manage the senior players at the Club. Andrew fits the bill perfectly; he will grow into the coaching aspect of the role. Richard Pyrah will predominantly assist Andrew at First XI games. The entire coaching staff will also be ensuring both Andrew and Richard receive the support they require.

Appointing Andrew as coach obviously meant we needed a new Club Captain. Both Andrew and I were in total agreement that this

should be Gary Ballance. He has an excellent cricket brain and has huge respect within the dressing room. On the occasions when he has been asked to take over the reins previously he has done an excellent job, and I'm sure he will develop into an outstanding captain both on and off the field. We have also appointed Tim Bresnan as Vice-Captain, and I feel that together Gary and Tim will provide strong leadership and will work well together.

One thing I'll be looking for this season is for the younger players to really challenge for places in the first team. Performances in the Second XI really matter and I would like to see more consistency from our next generation to ensure that we continue to be competitive both now and in the future.

The Yorkshire Academy had another good season, winning the Yorkshire League Knockout Cup with a number of players showing real promise. The excellent work of Richard Damms as Academy Coach, with the assistance of Ian Dews and Richard Pyrah, continues to be vitally important in developing our young cricketers.

I would once again like to thank all the support staff and coaches at the Club for their continued hard work, passion and commitment in supporting and developing the players. At the time of writing, Blaine Clancy has left us to take up a position in Hong Kong, and Ian Fisher, our Senior Strength and Conditioning Coach, is in the process of finding a replacement. I would like to thank Blaine and wish him well for the future.

We were delighted that Andy Fogarty retained his title as 'Groundsman of the Year'. Also, John Dodds (Scarborough CC)

and Richard Robinson (Weetwood) received the recognition they deserve at the First-Class Groundsmen Awards, winning the 'best outground pitches' and 'UCCE groundsman of the year' respectively. They all work tirelessly to give us the best possible surfaces to play on and we thank them for their continued commitment.

As you may be aware, all junior cricket is now under the Yorkshire Cricket banner. However, I would like to thank the Yorkshire Schools Cricket Association for their outstanding work over many years and, in particular, Bernard Knowles for his contribution.

As we prepare for the 2017 season, the players and staff are in good spirits and we are all looking forward to, and excited by, the challenges ahead.

I would once again like to take this opportunity to thank the Board and all of the staff at YCCC for their continued support.

The support shown by our members is nothing short of incredible, and the players and staff really do appreciate it. I think it's fair to say we have the best supporters in the country, and I hope we can continue to entertain you and bring home some silverware in 2017.



**Martyn Moxon**  
Director of Cricket

The Yorkshire County Cricket Club





# PRESIDENT, BOARD MEMBERS, STAFF AND PLAYERS

## PRESIDENT

John Hampshire

## BOARD MEMBERS

### Chairman

Steve Denison

### Chief Executive & Board Member

Mark Arthur

### Board Members

Robin Smith

Martyn Moxon

Sir Gary Verity

Stephen Willis

### Director of Finance/Club Secretary

Paul Hudson

## CRICKET STAFF

### Director of Cricket

Martyn Moxon

### Director of Cricket Development/ 2nd XI Coach

Ian Dews

### First XI Coach

Andrew Gale

### Academy Head Coach

Richard Damms

### YCCC Coach

Richard Pyrah

### Development Coach

Tony Pickersgill

### Strength & Conditioning Coach

Ian Fisher

### First XI Physiotherapist

Kunwar Bansil

### Second XI Physiotherapist

Chris Liversedge

### Crickets 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 & HR Manager

Liz Neto

### HR & Admin Assistants

Ellie England

Kirsty Flesher

### Head of Operations

Sam Hinchliffe

### Financial Controller

Chris Thomson

### Accounts Assistants

Vanessa Appleyard

Bisi Bamgboye

Jason Herridge

### Operations Manager

Howard Ferguson

### Operations Executive

Stephen Skillern

### Operations Consultant

David Ryder

### Projects Manager

Paul Rowbotham

### Maintenance Manager

Bernard Grant

### Maintenance Assistants

Guy Ndoukepo

Julia Tarasov

### Commercial Director

Andy Dawson

### Head of Sales

Simon Pixsley

### Hospitality & Events Manager

Sarah Thorpe

### Senior Sales Executive

Kayleigh Worthington

### Sales Executive

Tom Webster

### Hospitality & Events Executive

Sophie Hayward

### Head of Marketing & Communications

Treve Whitford

### Media & Content Manager

James Coldman

### Graphic Designer

Adrian Mirfakhrai

### Marketing & Customer Engagement Executive

Sam Gascoyne

### Ticket Office Manager

Cecilia Allen

### Ticket Co-ordinator

Yvonne Iredale

### Customer Operations Executives

Joe Burke

Chris Parkinson

### Retail Manager

Barbara Noble

### Retail Assistant

Jade Clifton

### Head Groundsman

Andy Fogarty

### Groundstaff

Gareth Milthorpe

Peter Taylor

Richard Robinson

## YORKSHIRE CRICKET FOUNDATION

### Foundation Manager

Will Saville

### Project Manager

Nick Robinson

### Fundraising Manager

Claire Johnson

### Heritage Manager

Paul Goodman

### Project Officer

Beth Cook

### Assistant Project Officers

Charlotte Jones

Joanne Swinbank

### Community Development Officer

Taj Butt

### Tour Guide

Mel Reuben

### 1st XI Capped Players

Jonathan M Bairstow

Gary S Ballance (Captian)

Jack A Brooks

Tim T Bresnan

Andrew J Hodd

Jack Leaning

Alexander Z Lees

Adam Lyth

Steven A Patterson

Liam Plunkett

Azeem Rafiq

Adil U Rashid

Joe E Root

Ryan J Sidebottom

David J Willey

## Overseas Players

Pete Handscomb

## 2nd XI Capped Players

Karl Carver

Ben O Coad

Matthew Fisher

Ryan Gibson

William MH Rhodes

Joshua Shaw

James C Wainman

Matthew Waite

## Junior Pro

Jared Warner

## ACADEMY PLAYERS

### Senior

Eliot Callis

Jordan A Thompson

Edward Barnes

### Academy

Ben L Ainsley

Benjamin D Birkhead

Harry C Brook

Yaasar Imtiaz

James EG Logan

Jonathan Read

Jack W Shutt

Matthew A Taylor

### Scholarship Players

Bilal Anjam

Alec Drury

Samuel Fox

Dominic J Leech

Nathan Snookes

Josh Sullivan

### EPP

Harry F Harding

George CH Hill

Tom Loten

Vikram Sharma

James H Wharton



# CORPORATE GOVERNANCE

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

## THE BOARD

The Board is responsible for approving Club policy and strategy. It meets bi-monthly, or more frequently if business needs require, and has a schedule of matters specifically reserved to it for decision, including all significant commercial issues and all capital expenditure. The Executive Management Team supply the Board with appropriate and timely information and 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 S Denison and R A Smith.

## AUDIT COMMITTEE

The Audit Committee meets to provide oversight of the financial reporting process, the audit process, systems of internal controls and compliance with laws and regulations. It meets with the external auditors as part of this process. Members of the committee are S J Denison, S Willis and Professor P 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 management and organisation structure exists with defined responsibilities and appropriate authorisation limits and short lines of communication to the Non-Executive Chairman.

A Senior Independent Director is appointed by the Board whose role is to serve a sounding board for the chairman and act as an intermediary for other directors. The position is currently held by R A Smith.

## 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 including FRS102 The Financial Reporting Standard applicable in the UK and Republic.

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 2016

	NOTE	2016	2015
		£	£
<b>Income:</b>			
International ticket and hospitality revenue		2,398,862	2,440,612
Domestic ticket and hospitality revenue		1,004,666	835,547
Subscriptions		739,615	652,324
England and Wales Cricket Board		2,638,190	2,480,607
Commercial income		1,881,192	1,904,940
Other income		131,103	51,683
		8,793,628	8,365,713
<b>Cost of Sales:</b>			
International match and hospitality expenditure		1,368,341	1,300,521
Domestic match and hospitality costs (home fixtures)		489,547	421,390
Retail		208,954	239,447
Catering		42,272	31,518
		(2,109,114)	(1,992,876)
<b>Cricket Expenses:</b>			
Staff remuneration and employment expenses		2,370,116	2,563,753
Match expenses (away fixtures)		234,493	238,265
Development expenses		361,504	337,108
Other cricket expenses		88,641	28,926
		(3,054,754)	(3,168,052)
<b>Overheads</b>			
Infrastructure and ground operations		1,006,554	943,772
Commercial		800,146	767,982
Administration		573,857	697,705
Ticket and membership office		173,039	201,015
		(2,553,596)	(2,610,474)
<b>Earnings before interest, tax, depreciation and amortisation</b>		1,076,164	594,311
Interest		(794,360)	(638,741)
Depreciation		(464,659)	(434,768)
Release of Capital Grants		186,111	177,382
		(1,072,908)	(896,127)
<b>Surplus/(deficit) before exceptional items and taxation</b>		3,256	(301,816)
Exceptional items	9	-	781,106
<b>Surplus before taxation</b>		3,256	479,290
Taxation	4	(108,430)	(110,877)
<b>(Deficit)/Surplus for the year after taxation</b>		<b>(105,174)</b>	<b>368,413</b>



# BALANCE SHEET

as at 31 December 2016

	NOTE	2016	2016	2015	2015
		£	£	£	£
<b>Assets employed:</b>					
<b>Fixed Assets</b>	5		29,051,688		29,259,590
<b>Current Assets:</b>					
Stocks		129,525		112,770	
Debtors	6	1,467,398		1,482,891	
Cash at bank and in hand	7	14,382		765,142	
		1,611,305		2,360,803	
<b>Creditors: amounts falling due within one year</b>	7, 8	( 3,534,670)		( 4,153,629)	
<b>Net current liabilities</b>			(1,923,365)		( 1,792,826)
<b>Total assets less current liabilities</b>			<b>27,128,323</b>		<b>27,466,764</b>
<b>Funded by:</b>					
<b>Creditors: amounts falling due after more than one year</b>	9		25,013,528		25,160,683
<b>Deferred income - capital grants</b>	11		5,066,175		5,152,286
			30,079,703		30,312,969
<b>Capital and reserves</b>					
Called up share capital	13		210		197
Capital redemption reserve			679		693
Income and expenditure account			(2,952,269)		(2,847,095)
			(2,951,380)		( 2,846,205)
			<b>27,128,323</b>		<b>27,466,764</b>

These accounts were approved by the Board on 6th February 2017.

**S J DENISON**, CHAIRMAN

**P A HUDSON**, SECRETARY

# CASH FLOW STATEMENT

for the year ended 31 December 2016

	NOTE	2016	2015
		£	£
<b>Cash flows from Operating Activities</b>			
(Deficit) / surplus for the year		(105,174)	368,413
Adjustments for:			
Deprecation of tangible assets		464,659	434,768
Loan interest payable		794,360	638,741
Capital grants released		(186,111)	(177,382)
Taxation		108,430	110,877
Exceptional item	9	-	(907,000)
Adjustment to debenture debt		-	(23,696)
Increase in trade and other debtors		(92,937)	(282,622)
Increase in stocks		(16,755)	(25,017)
(Decrease)/Increase in creditors		(601,624)	493,292
Interest paid		(794,360)	(638,741)
<b>Net cash outflow from operating activities</b>		(429,512)	(8,367)
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(256,757)	(658,573)
Capital grants received		100,000	310,000
<b>Net cash outflow from investing activities</b>		(156,757)	(348,573)
<b>Cash flows from financing activities</b>			
Proceeds from new loans		5,600	13,765,400
Repayment of borrowings		(300,000)	(12,200,000)
Repayment of finance lease liabilities		(78,043)	(138,549)
<b>Net cash outflow from financing activities</b>		(372,443)	1,426,851
<b>(Decrease)/Increase in cash in the period</b>		(958,712)	1,069,911
Cash and cash equivalents at 1st January		765,142	(304,769)
Cash and cash equivalents at 31st December	7	(193,570)	765,142



# STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2016

	Called Up Share Capital	Capital Redemption	Profit & Loss Account	Total
	£	£	£	£
Balance at 1st January 2015	199	691	( 3,215,508)	( 3,214,618)
Reduction in Share Capital for retiring members	(2)	2	-	-
Surplus for the year after taxation	-	-	368,413	368,413
<b>Balance at 31st December 2015</b>	<b>197</b>	<b>693</b>	<b>(2,847,095)</b>	<b>(2,846,206)</b>
Balance at 1st January 2016	197	693	( 2,847,095)	( 2,846,206)
Additional Share Capital for new members	13	( 13)	-	-
Deficit for the year after taxation	-	-	(105,174)	(105,174)
<b>Balance at 31st December 2016</b>	<b>210</b>	<b>680</b>	<b>( 2,952,269)</b>	<b>( 2,951,380)</b>

# NOTES TO THE ACCOUNTS

for the year ended 31 December 2016

## 1. ACCOUNTING POLICIES

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

### (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.



#### (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.

#### (g) Trade and other debtors

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost, less any appropriate provision for estimated irrecoverable amounts. A provision is established for irrecoverable amounts when there is objective evidence that amounts due under the original payment terms will not be collected.

#### (h) Cash and cash equivalents

For the purpose of presentation in the cash flow statement, cash and cash equivalents include cash on hand, deposits with financial institutions which are subject to an insignificant risk of change in value, and bank overdrafts. Bank overdrafts are presented as current borrowings on the balance sheet.

#### (i) Taxation

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

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

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

Deferred tax liabilities and assets are not discounted."

## 2. FINANCIAL POSITION

#### Going concern

The Club is in a net current liability position of £1.9m (2015:£1.8m). This includes current deferred income of £2.2m (2015:£2.0m). Details of the loan and overdraft maturity analysis which impact on the financial position can be found in Note 9. The Board have prepared forecasts which show the club will continue to operate within its current facilities and pay creditors as they fall due for at least the next 12 months. The Board expect all current facilities to be extended under the same terms. Due to this, the Board therefore considers it appropriate to prepare the financial statements on a going concern basis.

## 3. DIRECTORS' REMUNERATION AND STAFF NUMBERS AND COSTS

	2016	2015
Director's Remuneration	£	£
Wages and salaries	260,125	105,975
Social security costs	29,648	11,715
Pension costs	28,752	8,498
	318,525	126,188

The Board consider the above remuneration to represent that of key management personnel. The Chairman and other non-executive directors do not receive any remuneration for their services to the Club.

### 3. DIRECTORS' REMUNERATION AND STAFF NUMBERS AND COSTS CONT.

	2016	2015
<b>Staff Numbers and costs</b>		
The average number of persons employed by the Company (including directors) during the year, analysed by category, was as follows:		
Players (including Academy Players)	39	37
Non Playing Full Time Staff	46	42
Seasonal and Casual Staff	16	13
	101	92

The aggregate payroll costs of these persons were as follows:

	£	£
Wages and salaries	3,440,127	3,403,851
Social security costs	369,884	365,369
Contribution to Pension Plans	283,332	280,160
	4,093,343	4,049,380

### 4. TAXATION

	2016	2015
	£	£
(Deficit) / surplus for the year	(105,174)	368,413
Total tax expense	108,430	110,877
Surplus excluding taxation	3,256	479,290
Tax at 20.00% (2015: 20.25%)	651	97,056
Reduction in tax rate on deferred tax balances	36,805	88,454
Expenses not deductible for taxation purposes	88,821	84,523
Non taxable income	(92,229)	( 112,428)
Depreciation for the period in excess of capital allowances	-	3,518
Losses utilised	-	( 72,669)
Origination of timing differences	-	66,661
Adjustments in respect of prior periods	74,382	( 44,238)
Total tax expense	108,430	110,877

The tax charge for the year represents deferred tax and as such is a non cash item which has been fully recognised in the income and expenditure account. No charges have been recognised in other comprehensive income or directly in equity. A similar situation existed in 2015

A reduction in the UK corporation tax rate from 21% to 20% (effective from 1 April 2015) was substantively enacted on 2 July 2013. Further reductions to 19% (effective from 1 April 2017) and to 18% (effective 1 April 2020) were substantively enacted on 26 October 2015, and an additional reduction to 17% (effective 1 April 2020) was substantively enacted on 6 September 2016. This will reduce the company's future current tax charge accordingly. The deferred tax asset at 31 December 2016 has been calculated based on these rates.



## 5. FIXED ASSETS

	Cricket Centre		Headingley Cricket Ground			Office Equipment	Total
	Freehold Land and Buildings	Plant and Equipment	Freehold Land and Buildings	Plant and Equipment	Improvements to Leasehold Property		
	£	£	£	£	£	£	£
<b>Cost:</b>							
At 1 January 2016	608,624	780,094	26,989,729	4,954,279	4,453,421	417,113	38,203,260
Additions	-	-	92,454	139,867	-	24,436	256,757
At 31 December 2016	608,624	780,094	27,082,183	5,094,146	4,453,421	441,549	38,460,017
<b>Depreciation:</b>							
At 1 January 2016	155,777	764,847	2,864,201	4,526,016	239,653	393,176	8,943,670
Provided in the year	17,913	2,841	269,338	116,136	42,522	15,909	464,659
At 31 December 2016	173,690	767,688	3,133,539	4,642,152	282,175	409,085	9,408,329
<b>Net Book Value:</b>							
At 31 December 2016	434,934	12,406	23,948,644	451,994	4,171,246	32,464	29,051,688
At 31 December 2015	452,847	15,247	24,125,528	428,263	4,213,768	23,937	29,259,590

## 6. DEBTORS

	2016	2015
	£	£
Trade debtors	579,241	597,608
Deferred tax asset (see Note 12)	620,999	729,429
Other debtors	267,158	155,854
	1,467,398	1,482,891

## 7. CASH AND CASH EQUIVALENTS

	2016	2015
	£	£
Cash at bank and in hand	14,382	765,142
Bank overdraft	( 207,952)	-
	( 193,570)	765,142

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

	2016	2015
	£	£
Bank overdraft (secured)	207,952	-
ECB loan	100,000	700,000
Trade creditors	419,359	684,254
Finance leases	98,797	96,794
Social security and other taxes	320,927	389,662
Other creditors	82,733	113,874
Accruals	148,974	197,639
Deferred income	2,155,928	1,971,406
	3,534,670	4,153,629

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

	2016	2015
	£	£
HSBC Bank Loan	3,069,014	3,069,014
ECB Loan	300,000	-
Pride Appeal Loans	-	5,000
CJ and J Graves Accumulation and Maintenance Trusts Loans	6,703,500	6,703,500
J Graves Accumulation and Maintenance Trusts Loans	6,703,500	6,703,500
CJ Graves 1999 Settlement Trust Loan	5,500,000	5,500,000
C J Graves Loan	-	-
Debentures	370,600	365,000
Finance leases	1,597,377	1,677,424
Deferred income	769,537	1,137,245
	25,013,528	25,160,683

### Loan, borrowing and overdraft maturity analysis:

In one year or less or on demand	406,749	1,006,749
In more than one year but not more than two years	3,873,312	803,096
In more than two years but not more than five years	19,345,256	22,214,270
In more than five years	1,025,423	1,006,073
	24,650,740	25,030,188

### Exceptional Item

As part of the 2015 refinancing, Leeds City Council demonstrated by way of reviewing the actual cost of interest that the council loan had been fully repaid and accepted £6.5m in settlement of £7.4m capital outstanding on the loan. This gave rise to exceptional income, net of costs, of £781,106.

### Loan descriptions

As part of the refinancing in 2015, HSBC agreed to lower their interest rate to 2.5% and defer full capital repayment until 1st October 2018 in return for a First Legal Charge over the Cricket Centre and a Third Legal Charge over Headingley Cricket Ground in respect of the bank loan and overdrafts. HSBC Bank plc also has a fixed and floating charge over all of the assets of the Club, subject to the Legal Charges referred to above.

CJ & J Graves Accumulation & Maintenance and J Graves Accumulation & Maintenance Trusts loans stand at £6.7m each bearing an interest rate of 4.625% and with initial capital repayments to be made in 2019 (£2m each Trust) and during 2020 (£1.5m each Trust) with the balance at 31

December 2020. The two Trusts have been granted by the Club joint First Legal Charge over Headingley Cricket Ground and joint Second Legal Charge over the Cricket Centre.

A further £5.5m of debt has also been incurred from the CJ Graves 1999 Settlement Trust bearing an interest rate of 0%. The Club has granted Second Legal Charge over Headingley Cricket Ground and Third Legal Charge over the Cricket Centre.

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 all was drawn down by early in 2015. £300,000 has been repaid with further payments to be made in the coming years at a rate of £100,000 per year until the loan is repaid. The current policy of the ECB is to award a capital grant of the same value as the repayment resulting in no cash outflow for the club.

## 10. FINANCIAL INSTRUMENTS

	2016	2015
	£	£
<b>Assets measured at cost less impairment</b>		
Trade Debtors	579,241	597,608
Other Debtors	70,761	59,584
Accrued Income	70,000	-
Cash	14,382	765,142
<b>Liabilities measured at amortised cost</b>		
Term Loans	22,376,014	22,681,014
Debentures	370,600	365,000
Finance Leases	1,696,174	1,774,218
<b>Loan Commitments measured at cost less impairment</b>		
Bank Overdraft	207,952	-
Trade Creditors	419,359	684,254
Social security and other taxes	320,927	389,662
Other creditors	82,733	113,874
Accruals	148,974	197,639
	( 24,888,350)	( 24,783,326)

## 11. DEFERRED INCOME: CAPITAL GRANTS

	2016	2015
	£	£
At 1 January	5,152,286	5,019,668
Received in year	100,000	310,000
Released to Income and Expenditure Account	(186,111)	(177,382)
At 31 December	5,066,175	5,152,286

## 12. DEFERRED TAXATION ASSET

	2016	2015
	£	£
At 1 January	(729,429)	(840,306)
Charge to Income and Expenditure Account for the year	108,430	110,877
At 31 December (see note 6)	(620,999)	( 729,429)
The elements of recognised deferred taxation are as follows:		
Difference between accumulated depreciation and capital allowances	324,182	171,755
Tax losses	(945,181)	( 901,184)
	(620,999)	( 729,429)

The anticipated amount of deferred tax asset to reverse in the next financial year is approximately £110,000.



## 13. SHARE CAPITAL

	2016	2015
	£	£
Allotted, called up and fully paid Ordinary shares of 5p each	210	197

During the year there was a net increase in qualifying members of 269. The total number of qualifying members as at 31 December 2016 was 4,193 (2015: 3,924). 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.

## 14. LEASING COMMITMENTS

Finance lease liabilities are payable as follows:

	2016 Minimum Lease Payment	2015 Minimum Lease Payment
	£	£
In one year or less	98,797	96,794
Between two and five years	942,554	966,351
More than five year	654,823	711,073
	1,696,174	1,774,218

The club currently has two finance leases. One is with Leeds Beckett University relating to the Carnegie Pavilion. This lease is for 125 years, with lease payments being made for 20 years until 2030 after which a peppercorn rate is due. The second lease is with Investec in relation to the floodlights installed during 2015. This lease will be repaid in 2019 at which point ownership of the floodlights will revert to the club.

Operating lease liabilities are payable as follows:

	2016 Minimum Lease Payment	2015 Minimum Lease Payment
	£	£
In one year or less	41,202	41,704
Between two and five years	72,650	113,853
More than five year	-	-
	113,852	155,557

Operating lease payments amounting to £41,704 (2015 - £41,704) were recognised as an expense in the income and expense account in respect of operating leases.

## 15. RELATED PARTY TRANSACTIONS

During the year, Mr M A Arthur and Mr R A Smith were Board Members of YCCC and Trustees of the Yorkshire Cricket Foundation (YCF). During 2016, the YCF awarded non capital grants of £26,457 (2015 - £11,594). YCCC made donations of £3,545 to the YCF in return for events and activities coordinated by the YCF.

Mr M A Arthur was also Board Member and Director of the Yorkshire Cricket Board (YCB). During 2016, invoiced sales to the YCB of £118,366 (2015 - £71,715) were made in return for goods or services. All invoices have been either settled in cash or form part of the trade debtors balance at the year end. The balanced owed at the end of 2016 was £17,422 (2015 - £17,043).

## 16. PENSIONS

The Club operates defined contribution pension schemes for the benefit of certain employees. The amounts paid during the year were £283,332 (2015 - £265,352). The assets of these schemes are administered in funds independent from those of the Club.

## 17. AUDIT FEE

The Club paid its auditor £17,500 (2015 - £16,750) in respect of the audit of these Financial Statements.

## 18. CONTINGENT LIABILITIES

The club is currently involved in plans to redevelop the shared South Stand with Leeds Rugby. If the stand project were to be terminated early then the club would be required to pay its fair share of a contribution towards costs incurred to date by the other party.

# 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 2016 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) including FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

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](http://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 2016 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.

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

1 Sovereign Square  
Sovereign Street  
Leeds  
LS1 4DA

6th February 2017

# AGM MINUTES

**MINUTES OF THE ANNUAL GENERAL MEETING HELD  
ON SATURDAY 26TH MARCH 2016 AT 10.00 AM IN  
THE LONG ROOM, EAST STAND, HEADINGLEY**

## **PRESENT:**

Steve Denison (Chairman)

Mark Arthur

Martyn Moxon

Robin Smith

Paul Hudson (Club Secretary)

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, Jason Gillespie, Ian Dews, Andrew Gale, Matthew Waite, Liam Plunkett, Will Rhodes, J Bairstow, M Fisher, J Leaning, J Warner, J Brooks. and Alex Lees.

### **2. To receive apologies for absence**

The Chairman reported that the following apologies had been received:

Revd Dr D R Peel, Mr M Howe, Mr S Sykes, Mr S Willis, Ms M Staines, Mr J Milner, Mr M Burton, Mr J D Broadley, Mr B Mustoe, Mrs J Smith, Mr C J Graves, Mr R Statham, Mrs W Statham, Mr V G Duncombe, Mr J McCullough, Mr D Hirst, Mr E D Bunker, Mr A Hicks, Mrs P Hicks, Mr J M Parkinson and HH A Bradbury.

The Chairman reported that 34 Members had died during the year and this was marked by a minute's silence. Those who had died were:

Mr T G Thrower, Mr J Rogers, Mr R M Fordham, Mr R Appleyard (HLM), Mr E I Lester (HLM), Mr D Holmes, Mr G S Hall, Mr P Hodgson (Former Player), Mr C Westmoreland, Mr R Feather (VP), Mr B Clarkson, Mr J Binney, Mr B Close (HLM), Mr J Gledhill, Mrs P Cadman, Mr M Schofield, Mr K Swales, Mrs V Askwith, Mr C R Gee, Mr P Bricklebank, Mr W Darby, Mr J Mason, Mr B Sefton, Mr D Newport, Mr G Baker, Mr G Sunderland, Mr R Leach, Mr T Clayton, Miss J Dobson, Mr L Crane, Mr G Wood, Mr H Davies, Mr A Ainley and Mr B Wilson.

### **3. Minutes of Last Meeting and Matters Arising from the AGM held on Saturday 28th March 2015**

The Chairman reported that no comments had been received on the minutes of the last Annual General Meeting held on 28 March 2015 and accordingly the minutes were approved on a show of hands.

The Chairman asked if there were any matters arising. He reported that a question on disabled car parking had been raised with the

Operations Department and a meeting held with the member concerned, where the procedure for allocation of disabled car parking spaces had been explained.

The question of allowing children onto the outfield was also raised. This had been trialled at the end of last season and it was hoped to make this a regular feature next year. This would mean children being allowed to play cricket on the outfield during the lunch period only at domestic games.

### **4. To Receive a Report from the Chairman**

A short video of the games played last season was shown at the meeting.

The Chairman told the meeting that membership was growing in all categories.

The Chairman said demand for T20 tickets was also growing and the Club would be building on that this year.

Test Matches and International Cricket – the Chairman told the meeting that if we lost international cricket it would not be possible to finance the Club.

The Club was currently significantly ahead of last year with the sale of international tickets, despite the Club hosting the first Test Match when the weather was intemperate, albeit this had helped the Club keep prices down.

The Rules had last been updated in 2009 and were in need of updating again; a rewrite had not been done but some important changes were required due to the refinancing agreements. Without these changes we would be in breach of our borrowing covenants. The Chairman reported that the majority of members had already voted in support of the changes.

We were trying to minimise costs whilst at the same time adopting best governance practice. We had a Nominations Committee, a Remunerations Committee (which looked at the wages of senior staff) and an Audit Committee. It was intended to take a wider look at the Rules over the coming 12 months and if appropriate the Board would come back to members for approval of any further changes.

Board Position – The Chairman said diversity was crucial, not because it “ticked a box” but because it was fundamental to the Club obtaining funding for the new stand ahead of the Ashes Test.

In order to get public funding, the Board had to ensure that it conducted its business in a way acceptable to bodies which provided Government support. Over the next 4/5 years we had to ensure the right skills were in place.

The Board was diverse. It was not all about the first team. Across the county there was a diverse cricket population that looked to the Club. The members had charged the Nominations Committee with ensuring that the board always had a proper balance of skills and experience and they would maintain appropriate diversity for the future.



The Club's Archives –. A member had voiced concern from the floor about the Club's financial position. The Chairman replied that the Club did not have many non real estate assets. However, the Club's archives had a value in the open market and if things went wrong and the member's prediction came to fruition with the Club ending up in administration, the administrator would sell the assets to repay debts. He added that, in any event, the proper place for the archives was in the Yorkshire Cricket Foundation and, in order to put the archives to the best educational use, it was intended that the Club's archive should be transferred from the Club into the Yorkshire Cricket Foundation which had responsibility for the heritage of the Club and was a charitable entity.

The Club was having the archives independently valued and a bid was being made to the Heritage Lottery Fund for a grant to enable the Foundation to buy the archives. This would ensure that the archives were protected and fully exploited for the public benefit.

We needed to ensure that we covered our costs for 2019 when we had an Ashes Test and 4 World Cup games.

It was intended to drive T20 sales hard, continue growing the membership and continue with good international sales.

The new stand was a necessity and this was why the Board needed its members to have the necessary skills set. The new stand would be a members' stand, available for use by members on County Cricket days. We would be coming back to the members with the plans and seeking members' approval of them.

The Chairman said Yorkshire was a Members' Club and for all the Board were members of the Club and paid their membership fees.

The Chairman said the Club was doing its best to deliver value for money for memberships.

Scarborough – The Chairman said the Board were well aware how important Scarborough was to the membership. The ECB had cited Scarborough as an example of festival cricket. The Board had worked closely with Bill Mustoe, the Scarborough chairman, to ensure that Scarborough remained an integral part of cricket in Yorkshire.

Bradford Park Avenue – All the redevelopment work that had taken place at BPA had been funded externally. It was a wonderful facility and would be used by the inaugural women's league. YCCC would continue to lead in all aspects of the game.

The Chairman said a lot of counties were in severe financial difficulties, which was the reality of the finances of domestic cricket as a whole.

Proposed changes to the fixture format were four day games starting one day earlier and T20 games being in blocks in the heart of the summer when it was warmer to encourage more families and children to come along.

The Chairman responded to several queries from members regarding the future of the Club if Test Cricket was reduced, and the relationship between the Club and the Graves' Family Trustees, and the conduct of

the election.

He gave reassurances that the Board had considered all options in relation to the funding of the Club post Colin Graves' move to the ECB and were satisfied that their decision making on these points had been correct.

The floodlights were financed by short term borrowing which would be repaid by additional ECB funds.

The debt would not come down in the short term and would be dependent upon how the plans for the new stand were funded.

It was up to the Board and everyone in the Club to generate revenue and dealing with the debt would be a challenge.

The Chairman added if any member had a better solution to the debt problem the Club would love to hear it.

## **5. To receive and approve the Accounts, together with the Independent Auditor's Report thereon, for the year ended 31st December 2015**

Paul Hudson, the Club's Finance Director and Secretary, presented his report and the Club's financial statements for the year ended 31 December 2015.

The Club had in the past relied on Colin Graves to lend money to develop the ground and as a result there was now a lot of debt.

Borrowings – At the start of the period when Colin Graves and Robin Smith came on board the Club did not own the ground and buying it had been a big cost. This had been followed by the constant need to maintain the ground and make improvements so it had been necessary to take out additional borrowing. The Club were planning to repay that debt over a 25-year period. That debt was the Board's biggest challenge and the Board had every intention of repaying it as soon as possible.

It was necessary to refinance to reduce interest – in the past we had three key creditors, LCC, HSBC and Colin Graves. Colin Graves had to become independent of YCCC due to his position at the ECB and his Trusts were independent of him. We also had to replace LCC in consolidating the debt. All of our lenders had agreed to deals helpful to the Club (one was a short term to 2018 with a capital repayment holiday) which would assist the Club through the difficult period ahead. Reduction in the interest rate was to less than 4% on average. In summary we had the support of our lenders and an excellent rate of interest.

Our budgets and financial plans demonstrated the Club's ability to service the interest over the years ahead. The Club does not own the catering and pouring rights, and the perimeter rights had been sold until the end of 2019.

There were 1,001 votes in favour of adopting the Report and Accounts for the year ended 31st December 2015 and 3 votes against, 99.7%. A show of hands confirmed the adoption of the Report and Accounts for

# AGM MINUTES CONTINUED

the year ended 31st December 2015.

## **6. Agenda Item 5 Special Resolutions to approve the following Rule changes:**

- a) That a new Rule 19.7.1 be added as follows: "Subject to Rule 19.5 persons in the employment of the Club shall be eligible for nomination, election and re-election to the Board provided always that the Board shall contain a majority of persons who are not in the employment of the Club"

There were 967 votes in favour and 32 votes against giving a total of 96.8% in favour of the resolution. A show of hands confirmed the new Rule 19.7.1 be added to the Club Rules.

- b) That Rule 19.14 shall be deleted and a new Rule 19.14 be substituted, as follows:-

"Notwithstanding the foregoing provisions of this Rule 19 for so long as any indebtedness to any of the following trusts (The Trusts) under debt agreements dated 7 December 2015 remains outstanding the Trusts' approval shall be required before any person is appointed as a member of the Board or any member of the Board is removed from the Board.

- Mr C J Graves Accumulation and Maintenance Trust.
- Mrs J Graves Accumulation and Maintenance Trust.
- Mr C J Graves 1999 Settlement Trust.

There were 946 votes in favour and 49 votes against giving a total of 95.1% in favour of the resolution. A show of hands confirmed the new Rule 19.14 be added to the Club Rules.

In response to a query about ballot papers, it was stated that using "For" and "Against" boxes in Board elections went back to 2002 and it was the correct procedure to conduct a Board election where the Rules provide for a minimum (4) and a maximum (8) number of board members.

A member thanked the Chairman for his report which he said he enjoyed listening to suggesting he was at the AGM of a PLC rather than a county cricket club, driving sales aggressively.

The effect of the rule change on the governance of the Club and the members' involvement in the running of the Club and its relationship with the Board was queried.

The role of the Members' Committee – in response to a query about the Members' Committee the Chairman said that it was regarded as an effective forum; it had regular Board input through the attendance of Robin Smith, Mark Arthur and Andy Dawson. The Committee ran Members' Forums where members could have direct access to Board members and departmental managers.

The Chairman was asked about the importance of maintaining links to cricket in South Yorkshire and responded by saying it was not possible to play cricket at several grounds due to the cost and lack of facilities.

A T20 warm-up game had been scheduled for South Yorkshire and other venues where first class cricket was no longer viable.

The YCB and the Yorkshire Cricket Foundation were doing an enormous amount of good work in promoting cricket throughout the county.

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

Martyn Moxon (MM) told the meeting that he was very pleased in retaining the County Cricket Championship Trophy which was a testament to the players and everyone at the Club. MM said despite this he felt our batting group did not fire together and had relied too heavily on one or two individuals at every match to get us out of tricky situations.

MM said there were some outstanding partnerships and some outstanding contributions throughout the season and the bowling had been very consistent.

All in all, he felt that the season had produced a very pleasing return, and there had been one notable achievement in obtaining a record number of points since the creation of two divisions.

At a recent Leeds Sports Award we won sporting team of the year and were joint winners with Leeds Rhinos.

We also won joint Coach of the Year. Jason Gillespie and Joe Root won Sportsman of the Year.

Andy Fogarty won the County Championship Groundsman of the Year.

A remarkable season where milestones were achieved and records created.

One-day cricket – MM said we had challenges in this format of the game.

Semi-final – our innings fell away in the last 15.

The biggest disappointment was the T20 competition and with the quality of the players on paper we should have done well in that format. Not getting to the finals was a disappointment and caused us to think long and hard about how to rectify. Our decision making had to be much better.

MM said he had discussed this with Alex Lees and Jason Gillespie with a view to seeing how this could be improved in the busy playing schedule.

Getting the players to understand and execute their roles regularly was a challenge, but we had to find a way of doing this.

This winter we had focussed on skills required to play T20 Cricket.

In the UAE we managed to win the T20 Tournament again, but did not do well in domestic cricket. JG was pleased to see young bowlers performing against current T20 champions, using the skills required, in particular well executed yorkers.

Second XI Cricket – We were using a lot of players as a consequence of international call-ups. We saw a lot of players playing at a high level and were learning all the time about our younger players.

Academy – Richard Damms and Ian Dews allowed a number of senior players to play cricket elsewhere, but despite that and a young team, they still finished third in the league, won the Yorkshire League knock-out and the Black Sheep Trophy as well.

MM said he was pleased to be able to report a strong team ethic within the staff, which meant a very much “together” unit, with a great desire to be successful and create records.

At the end of last season we had signed David Willey to bolster our one-day teams immediately.

Players from other counties want to come and play for us and are very proud to do so, eg Liam Plunkett and Jack Brooks.

MM said it would also be good to welcome Kane Williamson back as our overseas in the summer. MM said he thought Kane’s example had shown how difficult it was to be able to sign the best overseas players in the world for any length of time. KW would be available to us all season after the IPL and then New Zealand were on a tour to South Africa.

KW would be with the Club for two months. When Kane left us we would have an exciting young batsman, Travis Head, who came highly recommended by Jason Gillespie. We were looking forward to welcoming Travis here at the beginning of July to get used to the conditions before Kane left us.

MM said he hoped our England players would be available to us at the start of the season and it had been indicated that even Joe Root might be available to play for us.

MM said he had had a number of meetings with Trevor Bayliss and Andrew Strauss with a view to seeing how we could work better together as a national team and a county team. Andrew Strauss was new into the job and MM wanted to get him to understand how decisions they made affected the counties and the problems it caused us when we were trying to win competitions. MM said first and foremost it was the job of Directors of Cricket to provide successes for the counties and it was important that AS understood the problems that there were.

We wanted a good working relationship with England and needed to understand that they needed to win as well. Trevor Bayliss was very much on side so hopefully going forward this would work. It had been agreed that whenever possible players would be allowed to play County cricket. MM said our challenge was to continue to win. Unfortunately, no player can play forever and ultimately the biggest challenge was identifying and getting the next generation of cricketers ready.

Josh Shaw was on loan to Gloucester. This was because whenever possible we needed to get the best young players playing at a higher

level as soon as they could. This gave us an indication of whether they were good enough to play first team cricket.

MM said the coaches and support staff were not complacent by any means and were well aware there were a lot of challenges going forward. MM said he wanted to take this opportunity to thank the support staff, coaches, Tony Pickersgill and the S&C staff for all the hard work that went on behind the scenes.

MM reported that Anthony McGrath had taken up a position with Essex, and we wished him well in his new position as Assistant Head Coach there.

MM said he was delighted at the same time to welcome Richard Pyrah onto the coaching staff. Rich had been a great servant to one-day cricket over the years and he had just started his Level 4 qualification and been put in charge of the women’s Super League Franchise. MM said he wished him well in his career as a coach.

MM went on to thank the Board for their continued support to the Cricket Department.

MM congratulated John Hampshire on his appointment as President and thanked the members for their continued support.

First Team Cap – MM said there were guidelines as to when a player would receive his first team cap. These would assist players knowing when the criteria had been met and when to expect to receive their cap. MM said consideration would also be given to contributions of players prior to joining us.

MM took some questions from the floor on spinners and sub-standard pitches.

A vote of thanks was proposed to Jason Gillespie and all the coaches.

## 8. To elect as President, Mr John Hampshire

The Chairman thanked Dickie Bird, the outgoing President, for his diligence in attending every game, going round the local clubs with the Chief Executive, talking with the players and for carrying out an excellent role as an ambassador of the Club.

Following a recommendation from the Nominations Committee, the Board had no hesitation in recommending John Hampshire as President of the Yorkshire County Cricket Club.

There were 1,003 votes in favour of Mr John Hampshire being elected as President and 8 votes against giving a total of 99.2% in favour of the resolution.

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

### a) Mr Mark Arthur

There were 1,306 votes in favour of Mark Arthur’s election to the Board and 122 votes against giving a total of 91.5% in favour of the resolution. The Chairman declared Mark Arthur duly elected to the Board.



# AGM MINUTES CONTINUED

b) Mr Geoffrey Boycott OBE

There were 602 votes in favour of Geoffrey Boycott's election to the Board and 758 votes against giving a total of 55.7% not in favour of the resolution.

c) Mr Robin Smith MBE

There were 1,274 votes in favour of Robin Smith's re-election to the Board and 160 votes against giving a total of 88.8% in favour of the resolution. The Chairman declared Robin Smith duly re-elected to the Board.

d) Sir Gary Verity

There were 1,192 votes in favour of Sir Gary Verity's election to the Board and 229 votes against giving a total of 83.9% in favour of the resolution. The Chairman declared Sir Gary Verity duly elected to the Board.

Questions were asked about the letter sent to the membership concerning Geoffrey Boycott's Board candidature, and about the propriety of the system whereby a member of staff opened the mail and could interfere with the vote count.

The Chairman said that the Club Secretary and Club's auditors, KPMG, supervised extremely tight arrangements over the opening of the post and the counting and allocation of votes.

There had never been an issue with regard to ballot counting in the past and the system had not changed. The Chairman said that members could have trust in the fair conduct of the vote.

## 10. To announce the result of the election to the Members' Committee

There were 1,293 votes in favour of Ms Charlotte Evers re-election to the Members' Committee and 55 votes against giving a 95.9% in favour. The Chairman declared Ms Evers duly re-elected to the Members' Committee.

## 11. To appoint Mr David Ryder as a Vice-President of the Club

There were 976 votes in favour of David Ryder's appointment as a Vice-President with 22 votes against giving a 97.8% in favour. The Chairman said David Ryder had given tremendous service to the Club over the last 40 years and it was his pleasure to confirm his appointment as a Vice-President of the Club.

## 12. To award a President's Medal

The Chairman said the President's Medal was introduced a few years ago for work carried out by members in a voluntary capacity over a number of years. It was not an annual award it was based on the merits of each individual case.

The Board had no hesitation in recommending Mr Nigel Pullan to receive the President's Medal for his contribution to various journals for over 30 years, and his broadcasting for Hospital Radio at Yorkshire matches as a junior member and as a full member over many years.

The Medal was presented by the outgoing President Mr Dickie Bird.

## 13. 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 2016 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 974 votes in favour and 25 votes against giving a total of 97.5% in favour of the resolution. A show of hands confirmed the appointment of KPMG LLP as the Club's auditors for the coming year.

## 14. Any Other business

Scarborough – The Chairman said with changes to cricket in 2017 it was likely that Scarborough would lose a four-day game. As soon as we knew what the likely changes were we would meet with Scarborough and the ECB about how the gap could be plugged by them. The ECB had provided some funding in order that a feasibility study could be undertaken on Scarborough and to look at the prospects for replacing the West Stand.

If they had decent facilities they could have an Indoor Cricket School and Centre of Excellence with the ability to hold major functions at Scarborough CC both on cricket days and non-cricket days.

MA said that he had personally met with Scarborough Borough Council and said for him personally Scarborough was a jewel in the crown of YCCC. We had to do everything we could to preserve it.

Total attendance at Scarborough over a four days game was the best in the championship.

PA Sound System, Headingley – The sound of the PA system in the Long Room was raised as it was felt it was very unsatisfactory unless you were in the toilets where the sound quality was excellent. It was agreed that this was an ongoing problem and efforts were being undertaken to correct it.

Stewards – The Chairman said he believed this had improved but asked all members if they encountered any issues regarding stewards they should communicate them to Stephen Skillern as a first point of entry, as we wanted to ensure that everybody who came to Headingley had a positive experience.

Pink Day – the Chairman was asked if the Club would give consideration to a "pink day" in support of Cancer Research. The Chairman said this would be taken on Board and advised that Yorkshire were working with the Yorkshire Cancer Research charity.

A member thanked the Board and the Chairman for a most informative meeting.

The meeting closed at 12.00 noon.

Chairman

# 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  
(Resigned July 2016)

Appointed Members: Mr G Greenfield  
Mr A Kilburn  
Mrs. K Mathew

In Attendance: Mr R Smith, Board Director  
Mr M Arthur, Chief Executive  
Mr A Dawson, Commercial Director

There were 7 full committee meetings during the year. Each meeting is appropriately recorded with the detailed minutes being submitted to the main Board by inclusion in papers for the Board meeting immediately thereafter.

2 Member Forums were held in the Long Room during the season. The revised format so successfully introduced in 2015 was continued with the Chairman, Chief Executive and the Commercial Director attending to answer member questions and provide insight and background. The Director of Cricket Development and the Academy and Development Coach attended the second forum and dealt with policy issues affecting the second team, academy and player development. Whilst there are a number of drawbacks to using the Long Room it is clearly the appropriate focal point for this gathering, attendances continue to grow with over 120 members present at each event.

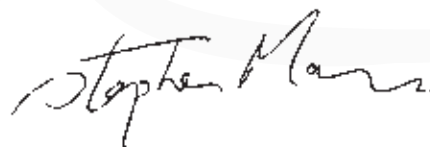
Yet again the major topic of debate throughout the season has been the latest proposals from the ECB to change the domestic structure. One of the benefits of the forums has been that Members' have been able to hear the Chairman and Chief Executive outline the clubs position and views. The club consulted with Members as to whether 2 championship matches should remain at Scarborough or reduce to just 1 game. The resounding view that there should be no reduction was responded to by the club committing to keep the status quo for championship matches but to remove the limited overs games to Headingley. A popular decision if ever there was one. It is refreshing that the club consulted as they did, not a process that would have been followed in the not too distant past.

The year saw yet another splendid rate of growth in membership numbers, growth that has been consistent over the last 3 years and continues in to 2017. The committee continue to seek with the management team ways to build on this growth in a bid to ensure

a membership platform that is solid, sustainable and provides a substantial financial income for the club. Whilst a number of factors have contributed to this progress the much improved communications from the club and the increased openness and accessibility have been crucial.

One area that continues to disappoint is the proportion of members who attend international matches at Headingley. The club has sought to avoid First X1 fixtures taking place whilst a Test match is being staged and whilst a few members have taken advantage and attended some days of a test the numbers are still low. It is appreciated that the opposition and scheduling have not been the most attractive yet watching international cricket at Headingley is still the cheapest in the country, £100 for all 5 days of a test is real value, and the staging of the event is excellent. Hopefully, in years ahead, more members will put at least one day of a test in their cricket watching diary. The larger the crowd at a test the greater the financial return to the club and thus the greater security. To repeat a phrase I used in this report several years ago, "ask not what your club can do for you, ask what you can do for your club".

In conclusion I would like to express my sincere appreciation to all my committee colleagues for this and the previous 12 years for their support and endeavour. Without exception they are passionate about the game of cricket and specifically Yorkshire County Cricket Club. They work diligently and give up much private time to represent the membership by working progressively with management for the benefit of all, a productive approach that all too often does not achieve the acknowledgement it should.



STEPHEN MANN  
Chairman  
Members' Committee  
The Yorkshire County Cricket Club

# BOARD ATTENDANCE FOR 2016

Name	Possible	Actual
<b>Elected:</b>		
S Denison	6	6
M Arthur	6	6
R Smith	6	5
M Moxon	6	6
S Willis	6	5
Sir G Verity	6	2

## PLAYER APPEARANCES

### YORKSHIRE COUNTY CRICKET CLUB APPEARANCES

	SSCC	RL1DC	T20	Total
A Z Lees	16	10	14	40
A Lyth	16	10	12	38
T T Bresnan	11	9	15	35
A J Hodd	12	8	12	32
S A Patterson	15	10	6	31
L E Plunkett	8	9	13	30
J A Leaning	9	8	12	29
G S Ballance	13	6	9	28
A U Rashid	10	6	11	27
D J Willey	4	9	11	24
A Rafiq	6	6	11	23
A W Gale	15	0	0	15
J A Brooks	14	1	0	15
W M H Rhodes	2	3	10	15
K S Williamson	2	3	7	12
J M Bairstow	4	2	3	9
T M Head	1	4	4	9
R J Sidebottom	9	0	0	9
J E Root	2	1	3	6
J S Lehmann	5	0	0	5
K Carver	0	0	5	5
B O Coad	1	0	3	4
J Shaw	1	0	1	2
J C Wainman	0	0	2	2
M J Waite	0	0	1	1

### ENGLAND APPEARANCES

	Test	ODI	T20	Total
J E Root	17	15	9	41
A U Rashid	7	17	10	34
J M Bairstow	17	10	1	28
D J Willey	-	12	8	20
L E Plunkett	-	10	6	16
G S Ballance	6	-	-	6



# THE YORKSHIRE CRICKET FOUNDATION

## Community without Boundaries

The Yorkshire Cricket Foundation provides cricket based education and community programmes across Yorkshire. Working with Yorkshire County Cricket Club, Pro Coach and Yorkshire Cricket Board, we work to make a positive difference in the community and keep Yorkshire's rich cricketing heritage alive.

A registered charity, the Foundation does not receive any core funding, relying on donations, sponsorship and legacies to deliver a wide range of projects to communities across the county.

The work of The Yorkshire Cricket Foundation falls under our 5 core themes which are:

- Education
- Health & Wellbeing
- Inclusion
- History & Heritage
- Participation

The last 12 months for the Yorkshire Cricket Foundation have been amazing for us as a charity. Our programmes, projects and events have developed significantly, particularly under our themes of health and education. We have been able to engage with more of our communities than ever before and use the power of Yorkshire cricket to have a positive impact.

Early on in 2016 Joe Root became our first ambassador supporting our work on education with children and young people. Under this theme we were able to have a huge impact which included

- 3,000 children attending Cricket in the Classroom
- 600 Children taking part in Education Day
- 6 schools having a Yorkshire Cricket Players assembly with the Championship trophy

Education is only a small part of the community work we do. Our role is to engage with the Yorkshire community, especially those considered hard to reach. Some of the ways we did this included

- Beach Cricket – Our annual beach cricket tournament takes place during the Scarborough Cricket Festival. In 2016, 12 teams took part from around the county. We also handed out 100 free kwik cricket sets to families on the beach.
- Children's Day – This is an annual event held at Headingley Stadium in partnership with Leeds Rhinos Foundation. The day includes many activities for families to take part in including cricket, rugby, face painting, bouncy castles, climbing walls and many more.
- Stadium Tours – Our monthly open tours took place throughout 2016 attracting 246 fans to have a look round the stadium and find out more about what goes on at Yorkshire Cricket behind the scenes.

• Museum and Mobile Museum – Our museum was open throughout the year to all our schools groups and on match days. The mobile museum toured the county going to a number of events including the Scarborough Cricket Festival. Heritage will be one of our key themes in 2017 as we look to engage the Yorkshire community in our history and heritage.

• Pop Up Cricket – Cricket sessions run in parks. These are advertised locally and coaches provide fun, free cricket based games to those that turn up. These sessions were funded by the Charitable Youth Trust. 214 children from deprived areas took part in the scheme

• Enjoy Cricket – A scheme to offer coaching for £1 a day in cricket clubs around the county. Clubs applied for funding to run an Enjoy Cricket week with the aim of providing a cricket opportunity to those that may not normally be able to afford it. These sessions were funded by the Charitable Youth Trust. 3,300 children took part in the scheme

• Grey Fox Trophy – An over 50's competition run across the county. 16 teams entered in 2016 and semi finalists played at Headingley Cricket Ground followed by the final at Scarborough CC, North Marine Road.

• The Yorkies – Our volunteer scheme had 180 applications in 2016. The Yorkies supported major match days and a number of our community projects

• Catch Up Club – A dementia group based at the stadium. The group meet up every two weeks to discuss sporting memories and take part in workshops.

• Yorkshire Social Club – Sessions aimed at older people to bring people together in a social environment. Sessions have included Sporting Memories chats, Lads Lunch group and trips to the cricket.

All of our work and success is not possible without the fantastic support we receive from the Emerald Foundation. They have been with us since the beginning and their generosity and advice has enabled us to provide an offer that makes a real difference in Yorkshire. The Foundation was only able to be set up thanks to the Emerald Foundations support and this has continued, allowing us to have a positive impact on thousands of peoples lives in the county.

During 2016 we have continued to work very closely with Yorkshire County Cricket Club, Yorkshire Cricket Board and Pro Coach. All of these organisations have provided excellent support. Our collaboration and joined up thinking under the banner of 'Yorkshire Cricket' has been a key factor in our successes and this will continue to get stronger in 2017.

Looking ahead to the next 12 months we have lots of exciting plans and new initiatives that will be launched throughout the year. As well as continuing to develop our education and health work, we will also focus much more attention on Yorkshire Cricket's history and heritage, as we look to bring this to new audiences and make it more accessible to our communities.

## WILL SAVILLE

Yorkshire Cricket Foundation Manager



# ARCHIVES COMMITTEE REPORT

Those members of Yorkshire CCC who are readers of The Times will undoubtedly look forward to each Thursday when Michael Atherton, the paper's chief cricket correspondent, writes his weekly column on a current topic of interest. One certain member of the Archives Committee was absolutely fascinated by Atherton's chosen subject in mid-July; the first day of that month had seen the 100th anniversary of the Battle of the Somme and the writer's piece featured a review of a play which had been presented by schoolchildren at Lord's.

The cricketing venue for this performance was chosen because the story-line related the experience of Major William Booth who had tragically lost his life in that fateful conflict. Booth, Pudsey-born, was a young Yorkshire all-rounder who had made his Test debut prior to the outbreak of the War. However, the section of the article which caught our reader's eye more than any other related how Atherton had met Booth's great-nephew and had been able to peruse a considerable amount of his memorabilia which had been passed down through the family.

Our Committee member, Paul Dyson, who had himself written an article on Booth which was published in The Cricketer in 1987, to coincide with the 100th anniversary of his birth, thought that this was too good an opportunity to miss and immediately wrote to Atherton stating that the Archives Committee would be most interested in the items mentioned in the piece. Nothing happened for a few weeks until a phone call was received from a Martin Bradford who was a resident in London. Mr Bradford stated that he would be spending a week in Yorkshire in October and would gladly meet some members of the Committee and show them what he had. Naturally enough, this offer was seized upon with great enthusiasm by the Committee and, following negotiations, the date of October 17 was fixed.

Mick Pope, who had also written about Booth in his Tragic White Roses, was invited to the meeting and it turned out that Mr Bradford was a keen cricket enthusiast, being a member of MCC, and had previously read Mick's book. The amount of memorabilia, as well as its quality, was most impressive.

The year as a whole must rank as one of the most productive ever in the amount of cricket memorabilia to be logged by the Archives Committee and much of this came from the families of two of Yorkshire CCC's greatest cricketers, Bob Appleyard and Brian Close.

Most of Bob's large collection of material was handed over by his family for scheduling following his death in May, 2015, and when Brian died later in the year his devoted wife, Vivien, generously passed on the vast majority of his memorabilia for the Committee to piece together and assess.

Several visits were made to the Close household in Baildon to collect an amazing array of items, including scores of letters and postcards which Brian had written during his younger days as an England and Yorkshire cricketer - and also a top soccer player - and they give an unprecedented insight into one of the most versatile sportsmen this

country has ever produced.

The work of putting all of this together and making out an inventory of it is still very much ongoing and in the case of the collections of both Bob and Brian I would like to pay special mention to Ron Deaton who has spent countless hours neatly cataloguing everything that has found its way into our hands.

Although Ron no longer has a seat on the Archives Committee, he is as committed and as meticulous as ever in his archivist's role and we are extremely grateful to him.

We hope that, in the fullness of time, it will be possible to acquire some or all of the Appleyard/Close collections either by way of gift, loan or outright purchase.

Each and every member of my Committee has played an important role in making sure that as much general Yorkshire cricket memorabilia as possible either remains in the collection or is added to it and numerous interesting items have come into our possession over the past year.

At various times in 2016, the Committee made enquiries about the feasibility of blue plaques being issued for three great Yorkshire players in Bob Appleyard, Maurice Leyland and Willie Watson but late in the year it was decided not to proceed for the time being because of a reluctance by other bodies to assist with the funding of the plaques.

In February, 2016, David Gent, then chairman of the Yorkshire Cricket Foundation, was invited to an Archives meeting to give an update on the Foundation's activities and he briefed us on the Foundation's intention to apply for Heritage Lottery Funding. He was able to report that Brian Heywood had been appointed a Foundation consultant.

Since then, Brian has regularly sat in at Archives meetings and we have been very impressed with his hard work and expertise. He has kept us up to date with various aspects of the Foundation's work and we have continued to ensure that the Archive and the Museum are made accessible and benefit the wider community within and beyond cricket. At the YCF's request the Archives Committee prepared their own job description for the post of Heritage Officer and, in the end, this varied, from the one that was used.

The display cabinets in the Long Room at Headingley are viewed with great interest by Yorkshire members and many other people with access to the room and showing at various times during 2016 were items associated with the Maurice Dover collection, Philip Sharpe, Brian Close, Bob Appleyard, Ted Lester, Sir Leonard Hutton, Gerald Smithson, Darren Lehmann and other overseas players. Also displayed were items relating to the period of the Great War and the Leeds Pals.

As well as cricket memorabilia on display in the Museum and Long Room cabinets, items have been selected for the mobile museum which travels to various venues around the county and was frequently

visited during the Scarborough Cricket Festival.

The Archives Committee held several Open Days at Headingley in 2016 during County Championship matches with Brian Sanderson and Chris Hardy regularly on hand to answer queries and inspect memorabilia which was brought in by supporters.

The Yorkshire and Lancashire Cup (formerly the Duke of Leeds Cup) has recently been engraved with updates and following Yorkshire's Roses victory in the Championship match at Headingley it was handed to first team captain Andrew Gale by Lieutenant Colonel David O'Kelly, the Regimental Secretary of the Yorkshire Regiment.

The Archives also managed to acquire the 2014 and 2015 County Championship pennants which had proudly flown at Headingley, and these are now on display in the Museum.

A professional valuation of all items in the Archives possession that belong to YCCC was carried out in 2016 and Brian Sanderson and Chris Hardy spent countless hours at Morley sifting through the many items which are stored there.

The archives collection was added to through the year as a result of outstanding pieces being obtained either at sales or on E-bay and one particularly noteworthy item secured was the gold cigarette case of a former Yorkshire captain, Frank Greenwood. Some items not directly connected with Yorkshire cricket were also sold.

A total of 54 pieces of correspondence have been dealt with by the Committee, mainly by Paul Dyson, during the course of the year. These relate to almost the whole range of cricket memorabilia and include bats, balls, ties, photographs, fixture cards, books, dinner menus, autographs as well as specially-presented items such as glasses and silver salvers.

Many of the inquiries concern valuation and advice on disposal but particular pleasure has been derived from there being an increasing number of letters of thanks which have been sent to people who, completely out of the blue, have donated items to our collection. Pride of place amongst these must be a rare photograph of the 1874 Yorkshire side and the Committee was particularly grateful to receive this. Another feature of the year has been the connections with two of the county's cricket societies who have loaned items.

The Committee is always looking to increase its stock of memorabilia and suitable items which come its way, whether they be bought, borrowed or given, are always most gratefully received.

This annual report would be incomplete if I did not place on public record our thanks to members of this committee who give most generously, in varying degrees, of their time and wide experience for our mutual benefit.



J.C. DAVID ALLAN  
Archives Committee Chairman

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## NOTES



# 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 18th March 2017 at 10am for the purpose of transacting the following business.  
Tea and coffee will be available on arrival.

## Agenda:

1. To receive apologies for absence.
2. To confirm the Minutes of the Annual General Meeting held on Saturday 26th March 2016. If any member has a query as to the accuracy of the Minutes, it would be appreciated if this could be raised with the Secretary 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 2016. 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 on stadium developments from the Chief Executive.
6. To receive a report from the Director of Cricket and to discuss cricket matters.
7. To re-elect as President, Mr John Hampshire.
8. To announce the result of the elections to the Board for the following nominees:
  - a) Mr Stephen Denison
  - b) Mrs Katherine Mathew
  - c) Mr Stephen Willis
9. To announce the result of the election to the Members' Committee.
10. To award a President's medal.
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 2017 are laid.
12. Any other business.

Yours faithfully,



**Steve Denison**

**Chairman**  
**The Yorkshire County Cricket Club**

## NOTE

In accordance with the Rules of the Club, elections to the Board and to the Members' Committee are by way of postal ballot only. All votes under the postal ballot must be delivered on the prescribed voting form to Carnegie Pavilion, Headingley Cricket Ground, Leeds, LS6 3DP, to arrive by midday on Wednesday 15th March 2017.





THE YORKSHIRE  
COUNTY CRICKET CLUB



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



The Yorkshire County Cricket Club, Headingley Cricket Ground, Leeds LS6 3DP  
**Telephone:** 0843 504 3099\* **Facsimile:** 0113 278 4099 **Email:** [cricket@yorkshireccc.com](mailto:cricket@yorkshireccc.com)  
Calls are charged between 1p and 13p per minute for landline customers. Calls from mobile phones may vary