

# NOTICE OF AGM AND AGENDA

## Dear Member,

The Annual General Meeting of Members will be held in the East Stand Long Room, Emerald Headingley Cricket Ground on Saturday 23rd March 2019 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 24th March 2018. 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 2018. It would be appreciated if advance notice could be given of any questions that might require some research in order to save time at the meeting.
5. To receive a report from the Chief Executive.
6. To receive a report from the Director of Cricket and to discuss cricket matters.
7. To elect as President, Mr Geoff Cope.
8. To announce the result of the elections to the Board for the following nominees:
  - a) Mr Neil Hartley - Mr Hartley offers himself for election, supported by the Board
  - b) Mr Robin Smith - Mr Smith retires by rotation and offers himself for re-election to the Board
  - c) Mr Stephen Willis - Mr Willis retires by rotation and offers himself for re-election to the Board
9. To announce the result of the election to the Members' Committee.
10. To elect an Honorary Life Member, Mr Richard Hutton.
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 2019 are laid.
12. Any other business.

Yours faithfully,

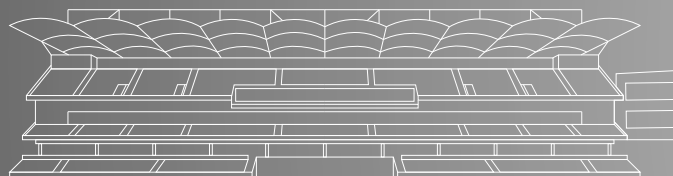


**Robin Smith**

**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 or online ballot only. All votes under the postal ballot must be delivered on the prescribed voting form to Carnegie Pavilion, Emerald Headingley Cricket Ground, Leeds, LS6 3DP, to arrive by midday on Wednesday 20th March 2019. online votes must be completed by the same time.



# CHAIRMAN'S REPORT

In some ways the past year might be regarded as unsuccessful. The season was mostly spent in the bottom half of the table, the financial picture remained tight and we underwent an unexpected and potentially disruptive change in the chairmanship at the half-way point. Indeed, I have assumed the responsibilities of the chairmanship for the second time when an uninformed outsider might consider the Club's fortunes to be waning. This theoretical outsider would be wrong, however, because I take up the reins with great confidence and with firm foundations in place both on and off the field.

On the field, despite a series of unexpected problems - our opening game washed out, last minute departures to the IPL, injuries, England (including England Lions) call-ups, and five different captains - we ended the season above the half-way point in the table. This was achieved despite having started our last game with the arithmetical risk that we could be relegated. A good win at New Road took us to fourth, disguising the turmoil and tensions of a difficult season. The inherent instability of the first division was thereby starkly illustrated. The reality is that one quarter of the Division is relegated each year, and it is to be welcomed therefore, in my view, that greater stability is to be introduced by increasing the size of the division in 2020 to ten teams, the transition being achieved by relegating only one county next season whilst promoting three from the second division. For one year only, the relegation risk is more than halved, and thereafter it remains materially reduced.

However, because the fixture schedule is too crowded to accommodate more games, only 14 championship matches will be played, meaning that a seeding system will have to be introduced to identify those counties which we will play only once. Far from ideal, members may think, but it is at least in accordance with the County Championship's chequered history of competition formats. There was, of course, much debate within the ECB about these proposed changes, throughout which members can be assured that

the Club maintained its passionate defence of Championship cricket. This will not change, and happily it continues to be acknowledged within the game that financially successful Test cricket is dependent on a thriving Championship. Nevertheless, the pressures created by one day cricket, including the World Cup, mean that only two home Championship games can be accommodated next season in the mid-summer months of July and August, one at Emerald Headingley and one at Scarborough.

I refer members to the Director of Cricket's report for an assessment of the Club's players and other resources as we approach the coming season. In my own report, I simply record that a huge amount of analysis and communication has been undertaken over the closed season by the cricket management, and I am confident that Yorkshire will take the field next April with a competitive squad, ably led by Steve Patterson, and with as much pride, commitment and ambition as ever was displayed by a team wearing the white rose.

Off the field, the coming season will see the inauguration of the new Emerald Stand, in which members will be able to enjoy superb viewing positions towards the Carnegie Pavilion. It is a fine building and one which brings Emerald Headingley into the front rank of Test grounds worldwide, as well as providing year round income under a new joint venture arrangement with Leeds Rugby.

Notwithstanding a loss last year, we were able to utilise positive Ashes-related cash-flow in repaying £1.8m of debt, thereby embarking upon the first step in a debt reduction programme which will remain a feature of the Club's finances for the next few years. We have been cautious in the assumptions on which our budget projections for next year are based, particularly in the extent of the new business which the Emerald Stand will generate, but we are nonetheless confident that the Club will return to sustainable profitability from 2019 onwards. Various factors will influence this improving trend, further details of which can be

found in the reports of the Chief Executive and the Director of Finance. Having been close to the Club's management for the past 20 years, and having been intimately involved in some difficult financial challenges during that time, I hope I can be forgiven for taking much pleasure from this achievement. It has been a long haul, involving a lot of sterling work by management, but I believe the Club has got there!

This report would be incomplete without a reference to the "new competition". I make no apology for stating that the Club's financial interests will be served by the competition's success and that we are therefore fully supportive of the ECB in this endeavour, which is to create a fresh competition, attractive to sponsors and new worldwide audiences alike. The Club, along with the MCC and the other seventeen first-class counties, is a stakeholder in the new competition, and can look forward to an additional basic payment from the ECB of £1.3m per annum as well as staging fees and food and drink returns for each match played at Emerald Headingley. The home team playing at Emerald Headingley in this competition will not be a Yorkshire team, however. The Club's role at matches will simply be that of the ground provider, much in the same way as it is for Test matches and ODIs.

The Club continues to enjoy the closest of relationships with the Yorkshire Cricket Board and the Yorkshire Cricket Foundation under the "Yorkshire Cricket" banner, and I pay a warm tribute here to Andrew Watson, the YCB chief executive, and to Will Saville, the YCF Head of Foundation. The YCB's promotion of the amateur game, particularly its running of County Age Group cricket, constitutes the foundation stone on which, ultimately, Yorkshire and England teams are built. The YCB continues to undertake work in promoting cricket with the young (starting with 5 year olds under the ECB's brilliant All Stars project) and the YCF runs a variety of impressive initiatives (for, instance beach cricket during the Scarborough Cricket Festival) designed to give new young audiences an enjoyable introductory experience of the greatest of

games. It is from these beginnings that the players and supporters of the future will come. I add in this regard that the Club is deeply appreciative of the financial support which the Emerald Foundation and the Yorkshire Cricket Charitable Youth Trust continue to provide for various youth initiatives.

I have been greatly encouraged, too, to observe the Club's heritage being protected and promoted by the YCF and its Archives Committee. This has involved co-operation with the MCC Museum which last year displayed on loan in the Lord's Long Room the Club's fine portrait by Ernest Moore of Wilfred Rhodes.

I am grateful to all members for their continued support of the Club which never wavers even in the most challenging of times. I pay tribute, too, to my predecessor, Steve Denison, for his unremitting and enthusiastic hard work for the Club throughout his chairmanship, which ensured my trouble-free take up of the reins in July. Communication with members has continued throughout the year through meetings of the Members' Committee (which are routinely attended by the Chief Executive, the Commercial Director and myself) and through regular members' forums during the season. We are a members' club and I regard easy communications with members (to which our imaginative website makes a significant contribution) as being at the heart of our affairs. I pay tribute to our loyal and committed staff who have worked tirelessly and always with good humour on our behalf.

If you can, take a closer look next season at our youngsters, the Academy, the Second XI, and at our emerging new business in the Emerald Stand. Attend even more matches, if that were possible, to see our exciting first team compete in all formats. You can have confidence in the Club's future.

**Robin Smith**

Chairman  
The Yorkshire County Cricket Club

# CHIEF EXECUTIVE'S REPORT

The executive team had always viewed 2018 to be a tough year for us both on and off the field. And, it was! On the field, despite a really good pre-season, the players and coaching staff had to contend with many differing challenges, which have been well documented in Martyn Moxon's report. Watching the emergence of some of our younger players, with strong match winning performances, and dealing with the pressure that the County Championship brought towards the end of the season, gives me confidence that trophies will be attainable over the next five years. I am in a privileged position in that I know what the cricket department are trying to achieve; how they set out to achieve it; and how they overcome any adversity to give the players the best opportunity of success in the future. It can be frustrating at times, but that is part and parcel of the game that we love. I am sure that many Members often wonder, as I do, how good would we be with all our players available for all matches.

Once again, Joe Root, Jonny Bairstow, Adil Rashid, Liam Plunkett and David Willey represented our country with distinction. We wish them all the best in 2019 for both the ICC World Cup and, of course, the Ashes which return to Emerald Headingley for the first time in ten years.

England recorded two notable wins at Emerald Headingley in 2018 with victory against Pakistan in the June Test match and an impressive defeat of

India in the ODI. Despite the reduced capacity due to the construction, the atmosphere inside the ground was special.

On the home front, there was success for the Club at under 17 level in the three day championship. Richard Damms, with support from all the Pathways coaches, continues to develop players with potential to become professionals. Top class coaching, tough competition and attaining a winning mentality are vital ingredients for any aspirational cricketer.

There was also success for three of our league clubs. Richmondshire CC won the ECB National Club Championship; Hanging Heaton CC won the Vitality Club T20 competition; and Folkton and Flixton CC won the National Village Cup at a Lord's final. That was a most enjoyable day! So, all three men's national competitions were won by Yorkshire clubs.

We say goodbye to Jack Brooks, Alex Lees, Andrew Hodd, Liam Plunkett, Azeem Rafiq, James Wainman and Jonathan Read from the playing staff this year and I would like to thank them all for bringing success to the club, as well as wishing them well in the future.

Off the field, we produced another solid performance and I thank the executive team for their hard work and dedication. With reduced capacities and operating within the difficult conditions of a construction site, we still managed to achieve an EBITDA

of £515,000. However, for most of 2018, we have been planning for 2019 which will be an exceptional year for the Club. It is not only an opportunity to showcase the new look Emerald Headingley to the world but also a one-off chance to make significant inroads into our debt. I am anticipating income to rise by 100% in 2019. With careful cost control, the Finance Director should be able to give you some good news this time next year. And with an India Test in 2021 and the Ashes again in 2023, we have much to look forward to.

The Emerald Stand is looking magnificent and will no doubt be one of the talking points this coming season. It will completely transform our business as well as return the club to the top table when it comes to the allocation of international cricket beyond 2024. But it is not just the Emerald Stand which changes our fortunes. The Headingley Pavilion has also been revamped and, by marketing these two facilities together, with our partners Leeds Rugby, we are able to offer first class conference and banqueting facilities all year round.

The ECB has recently launched their strategy for 2020 to 2024. It is called Inspiring Generations, and it sets out to make cricket a more relevant game to more people whilst maintaining its core support. The new broadcast deal with Sky and the BBC has given the game an opportunity to invest wisely in its future. Yorkshire Cricket will undoubtedly benefit from the investment in this region and will be tasked by the

ECB to deliver on set objectives during this five year period. It is a wonderful opportunity and a very exciting time for those who are involved in grass roots cricket.

More detail will emerge this year about the new Hundred Ball Competition which will be played during the months of July and August, as from 2020. We will be staging four matches per season at Emerald Headingley and we will ensure that further details are communicated to Members as and when they are available.

A personal note of thanks from me to Steve Denison, who stood down as Chairman of the club half way through the season. Steve took over from Colin Graves in 2015. He was heavily involved in the re-structuring of the club's debt, and the relationship with Leeds City Council, which has given us a solid platform upon which to thrive in the future. His enthusiasm, passion and support for the club was infectious.

Finally, I would like to thank all Members, 1863 Members, The Emerald Group, Mazars, our Partners, Stakeholders, the many volunteers, and the Members' Committee for their continued support.

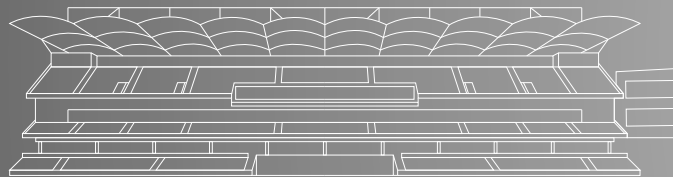
Enjoy the season



**MARK ARTHUR**

Chief Executive

The Yorkshire County Cricket Club



# DIRECTOR OF CRICKET'S REPORT

2018 had similarities to the previous season in all competitions; a fourth-place finish in the Specsavers County Championship, a group stage exit in the Vitality Blast and a semi-final defeat in the 50-over competition, one stage further than last year.

In the Royal London One-Day Cup we played some outstanding matches once again leading up to the semi-final. However, we came up against an incredible individual performance, with James Vince scoring 171 meaning we failed to reach the final. That meant we were knocked out of the competition for the fifth consecutive year at the knock-out stages, which is frustrating, and we need to find a way of going one step further.

Being knocked out of the Vitality Blast at the group stages was disappointing. We had some good performances but ran out of steam at the end, losing three of the last four fixtures. We were badly affected by changes in the plans of Adil Rashid and Billy Stanlake. We had based our strategy around having them for the vast majority of the competition, but a change in policy from Cricket Australia meant no Billy, and Adil's Test selection meant he missed the final seven games. We certainly missed them.

Going forward we need to improve both our bowling and batting at the end of an innings in particular.

We had another challenging year in the Specsavers County Championship. However, the way we played under pressure towards the end of the season was very pleasing and encouraging. We batted much better as a team and consequently got the results we needed, finishing fourth.

Unfortunately, once again there were many challenges to overcome throughout the season.

It started as a selection headache heading into the season, but soon

turned into a different kind of challenge. Liam Plunkett and David Willey were selected for the India Premier League one week before the start of the season. Adil Rashid had also opted to play just white-ball cricket at that stage. Steven Patterson and Matthew Fisher were both side-lined with injuries.

Our preparations going into the season were badly affected by the 'Beast from the East'. Having come back from pre-season tour in Potchefstroom in good form and spirits, we spent the next two weeks training indoors, and obviously didn't bowl a ball against Essex in the first game.

We had to contend with a change in captaincy after Gary Ballance was taken ill and felt it best to relinquish the role. Steven Patterson took over but suffered two fractured fingers meaning he missed large chunks of the season. When Steven was fit, he did an outstanding job both on and off the field and gave us experience and stability.

Once again, our overseas players didn't score the volume of runs you would expect, and some of our own talent continued to struggle to perform.

It was undoubtedly the most difficult year I've experienced with regards to contract negotiations, as there were so many factors involved in the decision-making process. Ultimately, we made decisions on availability and affordability. However, all this has now been resolved and the signings we have made. Josh Poyden, Mat Pillans and Will Fraine are all players with potential who, with support, can become important players for us in the future.

There is a lot of work to be done, but we have some exciting talent at the Club. Our challenge is to win now, but at the same time give opportunities to our younger players to determine who has the ability and mentality to perform at a higher level in the future.

We have seen a growing maturity from

Tom Kohler-Cadmore who played beautifully to score two hundreds in the Championship towards the end of the season. The emergence of Jonny Tattersall as a keeper and a batsman was great to see. Harry Brook showed what he is capable of in all formats. Jordan Thompson's performances in the T20s were encouraging, along with Matthew Waite's contribution in the Championship towards the end of the season after recovering from a long-term ankle injury. James Logan made his debut in the last game and equipped himself well.

In the 2nd XI, there were encouraging performances from Tom Loten, Ben Birkhead, James Wharton and George Hill. George and Dominic Leach were rewarded for their efforts with an England Under 19's call-up this winter.

The Under 17's, under Richard Damms and Graham Tippin, won the three-day championship with outstanding individual and team performances throughout the competition.

It was also very pleasing to see how our young Academy team grew in the Premier League and improved throughout the year. They struggled early-season, but by the end of it had become very competitive and had improved immeasurably, both as individuals and as a team.

Given several of our seamers have suffered injuries over the last couple of seasons, we must ensure that we nurture our younger lads over the next couple of years. With this in mind, and to ensure we can manage their workloads, at the time of writing we are planning on recruiting an international bowler to complement this group.

We have to accept that we are in a transitional period, particularly with regards to the Championship. History tells us that it takes some time to build a team ready to win a title.

When you look back to us winning in

2001, the process started back in back in 1997. Similarly, with Durham who won back-to-back Championships in 2008-09, that process started in 2001. Surrey won it three out of four years in the early-2000s but then not again for another 16 years. Sussex won it three out of five years between 2003 and 2007 but haven't featured since. With our 2014/15 successes, that started in 2010 when, if we'd beaten Kent in the last game, we'd have won the Championship.

Everyone at the Club wants to win trophies but we have to be patient, whilst at the same time challenging ourselves to improve as quickly as possible. With this in mind, we have appointed Paul Grayson as our batting coach. Paul will work from age groups, all the way up to the First XI and will bring vast experience, not only on batting, but also on the game as a whole. He will complement our current support staff very well.

I'd like to take this opportunity to thank the ground staff, both at Emerald Headingley and around the county for all they do. Also, thanks must go to the Board and all of the staff at the Club for their help and support.

There is so much to look forward to this year. We have the World Cup, the Ashes and a group of young Yorkshire players aiming to grow into a successful team. I hope everyone enjoys the summer and, as ever, would like to thank you for your continued support.

**MARTYN MOXON**  
Director of Cricket  
The Yorkshire County Cricket Club

# PRESIDENT, BOARD MEMBERS, STAFF AND PLAYERS

## PRESIDENT

Richard Hutton

## BOARD MEMBERS

### Chairman

Robin Smith  
(Non-executive director)

### Chief Executive and Board Member

Mark Arthur\*  
(Executive director)

### Board Members

Martyn Moxon\*  
(Executive director)  
Stephen Willis  
(Non-executive director)  
Katherine Mathew  
(Non-executive director)  
Hanif Malik  
(Non-executive director)

### Director of Finance / Club Secretary

Paul Hudson\*

## CRICKET STAFF

### Director of Cricket

Martyn Moxon\*  
(Executive director)

### 1st XI Coach

Andrew Gale

### 2nd XI Coach, lead spin bowling Coach & Academy Director

Ian Dews

### Academy Head Coach

Richard Damms

### Bowling Coach

Richard Pyrah

### Batting Coach

Paul Grayson

### Lead Strength and Conditioning Coach

Ian Fisher

### Strength and Conditioning Coach

Pete Sim

### Physiotherapists

Kunwar Bansil  
Chris Liversedge

### Cricket Department Administrator

Janet Bairstow

### Sports Psychologist

Mark Nesti

### Performance Analyst

Phil Dicks

### Yorkshire County Age Group Performance Manager

Jim Love

### Club Doctor

Dr Nigel Mayers

### Dressing Room Attendant

Mick Cadmore

### 1st XI Scorer

John Potter

## STAFF

### HR Manager / PA to the Chief Executive and Board

Liz Neto\*

### HR and Admin Assistants

Kirsty Flesher  
Elizabeth Ward

### Group Financial Controller

Chris Thomson

### Accounts Assistants

Vanessa Appleyard  
Bisi Bamgboye  
Jason Herridge

### Head of Operations

Sam Hinchliffe

### Operations Manager

Stephen Skillern

### Projects Manager

Paul Rowbotham

### Maintenance Manager

Bernard Grant

### Maintenance Assistants

Guy Ndoukepo  
Iulia Tarasov

### Commercial Director

Andy Dawson\*

### Head of Sales

Simon Pixsley

### Hospitality and Events Manager

Sarah Thorpe

### Senior Sales Executive

Kayleigh Worthington

### Sales Executive

Chris Parkinson  
Tom Webster

### Commercial Operations Assistant

Ellie England

### Head of Marketing and Communications

Treve Whitford

### Media and Content Manager

James Coldman

### Creative Manager

Adrian Mirfakhrai

### Marketing and Media Executive

Sam Gascoyne

### Ticket Office Manager

Cecilia Allen

### Retail Manager

Barbara Noble

### Customer Operations Executives

Jade Clifton  
Michael Baker  
Joe Burke  
Andrew Fuller

### Head Groundsman

Andy Fogarty

### Deputy Head Groundsman

Gareth Milthorpe

### Groundstaff

Peter Taylor  
Ben Weatherall

### Weetwood Groundsman

Richard Robinson

### Bradford Park Avenue Groundsman

Nasa Hussain

## YORKSHIRE CRICKET FOUNDATION

### Head of Foundation

Will Saville

### Health and Wellbeing Manager

Beth Cook

### Heritage Manager

Paul Goodman

### Education Manager

Nick Robinson

### Marketing and PR Officer

Charlotte Jones

### Junior Designer

Eleanor Spencer

### Community Development Officer

Kendal James  
Nasa Hussain

### Wicketz Development Officer

Ben Fraser  
Richard Robinson

## PLAYERS

### 1st XI Capped Players

Jonathan Bairstow  
Gary Ballance  
Tim Bresnan

Ben Coad  
Jack Leaning  
Adam Lyth  
Steven Patterson (Captain)  
Adil U Rashid  
Joe E Root  
David J Willey

### 1st XI Squad Players

Edward Barnes  
Harry Brook^  
Karl Carver^  
Matthew Fisher^  
William Fraine  
Tom Kohler-Cadmore^  
James Logan  
Mathew Pillens  
Joshua Poysden  
Joshua Shaw^  
Jack Shutt  
Jonathan Tattersall^  
Jordan Thompson  
Matthew Waite^  
Jared Warner

## ACADEMY PLAYERS

### Senior

Bilal Anjam  
Ben Birkhead  
Tom Loten  
Matthew Taylor

### Academy

Finley Bean  
Harry Duke  
George Hill  
Dom Leech  
Matthew Revis  
Harry Sullivan  
Joshua Sullivan  
James Wharton

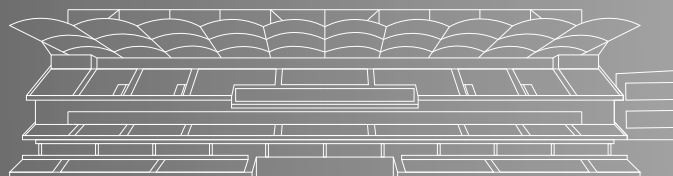
### Scholarship Players

Harry Harding  
James Mukherjee  
Harrison Quarmby  
Arjun Ramkumar  
Vikram Sharma  
Sam Wisniewski  
Christopher Wood

### Emerging Player Programme

Archie Greaves  
William Luxton

\*Key Management Personnel  
^2nd XI Capped Player



# DIRECTOR OF FINANCE'S REPORT

From a financial perspective, there have been three important milestones during 2018. These involved the reversion of the catering and pouring rights to the Cricket Club, the repayment of debt to our lenders, and the continuing construction of the new stand. These are addressed in the following paragraphs.

Firstly, we are delighted that as of 1 November 2018 the catering and pouring rights have returned to the Club. This had been due to happen on 1 January 2021, however was brought forward as part of our agreement with Leeds Rugby to build the new stand. This will have a significant favourable impact on the financial results of the Club going forward.

Secondly, when the Club's borrowings were restructured in 2015, it was with the two fold aim of making the interest burden affordable, whilst aligning the reductions in the capital sum with times when the Club would have an ability to make repayments.

With this in mind, we did not anticipate being able to make any significant capital repayments during the 2016 and 2017 years. We did however envisage being able to make some repayments in the years 2018 to 2020. The borrowing facilities were aligned accordingly. To that end, I am delighted to be able to report that during 2018 we were able to repay £0.5m to HSBC and £0.5m to the Graves family trusts, in accordance with the respective loan agreements. We also paid a lump sum off the Investec floodlight loan of £600,000. There remain small repayments due on this loan in 2019, at the end of which title in the floodlights reverts to the Club. Together with other small repayments this brings the total debt repayments in the year to £1.8m.

Further, our loans, borrowings and overdrafts net of cash balances reduced from a level of £24.6m at the end of 2016 to £20.6m at the end of 2018. That is a reduction over the two years of £4.0m. The ability to be able to report these debt reductions is a result of a number of factors, not least of which is the receipt of advanced ticket sales in respect of the 2019 Ashes Test.

These are significant steps as we are finally in the position of being able to reduce our debt burden. There are further repayments due in 2019 of £3.5m to the Graves family trusts. As we continue to repay our debt facilities, we in turn are reducing our interest cost each year.

And thirdly, as reported last year we are now receiving payments under the Brand Promotion Agreement for the Emerald Headingley Stadium. These are helping to fund the fit out costs of the new stand, which together with some works on the Old Pavilion we have spent £574,000 during the 2018 year. These sums are shown within fixed asset additions.

The construction work on the new stand continues to progress, and at the time of writing is both on schedule and within budget.

As reported in the Chief Executive's report, the next round of funding of the game, from the ECB, covers the period 2020 to 2024. As the exact figures and structure of this funding becomes apparent, this will be incorporated into our financial planning and will form the basis of structuring the next period of our borrowing, and repayments. This process will commence later in 2019.

Turning to the Income and Expenditure account for the year, as anticipated this was a difficult year compared to 2017, which had received the benefit of a one off distribution from ECB of £1.0m representing a share of television revenues given to all counties for the 2018 India tour. This was received and recognised in 2017. All other areas of income and expenditure were broadly in line with previous years, and our expectations. The net result for the year was an Earnings before interest, tax, depreciation and amortisation of goodwill of £515,000 (2017 £1,144,000) and an income of £8,853,000 (2017 £9,661,000).

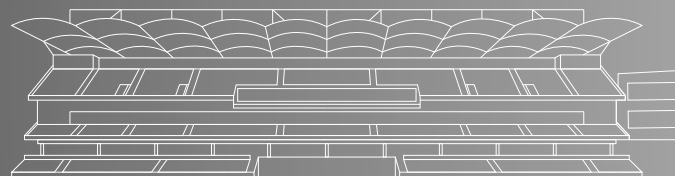
2019 promises to be an exciting year on the field of play. With proper financial care it should also be one where we see further reductions in our debt.

**PAUL HUDSON**

Director of Finance  
The Yorkshire County Cricket Club

## RECENT FINANCIAL TRENDS

	2018	2017	2016	2015	2014
	£'000	£'000	£'000	£'000	£'000
<b>Income:</b>					
International ticket and hospitality revenue	2,498	2,686	2,399	2,441	2,181
Domestic ticket and hospitality revenue	999	932	1,005	836	538
Subscriptions	828	742	740	652	564
England and Wales Cricket Board	2,119	3,152	2,638	2,481	2,194
Commercial income	2,291	1,998	1,881	1,905	1,797
Other	118	150	131	50	33
<b>Total Income</b>	<b>8,853</b>	<b>9,660</b>	<b>8,794</b>	<b>8,365</b>	<b>7,307</b>
Cost of sales	(2,032)	(2,208)	(2,109)	(1,993)	(1,746)
Cricket expenses	(3,386)	(3,326)	(3,055)	(3,168)	(2,765)
Overheads	(2,920)	(2,982)	(2,554)	(2,610)	(2,311)
<b>EBITDA</b>	<b>515</b>	<b>1,144</b>	<b>1,076</b>	<b>594</b>	<b>485</b>
Interest	(797)	(805)	(794)	(639)	(1,050)
Depreciation	(556)	(513)	(465)	(435)	(439)
Capital grants release	190	188	186	177	178
<b>(Deficit) / surplus before exceptional items</b>	<b>(648)</b>	<b>14</b>	<b>3</b>	<b>(302)</b>	<b>(826)</b>
Exceptional items	-	(68)	-	781	500
<b>(Deficit) / surplus before taxation</b>	<b>(648)</b>	<b>(54)</b>	<b>3</b>	<b>479</b>	<b>(326)</b>
<b>Loans, borrowing and overdrafts net of cash</b>	<b>20,636</b>	<b>22,942</b>	<b>24,636</b>	<b>24,055</b>	<b>23,929</b>



# 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. The Board has formed various committees to assist in the governance of the Club's affairs:

### Nominations and Governance Committee

The Nominations and Governance 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 Robin Smith and one vacancy to be filled at the April Board Meeting.

### 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 is chaired by Stephen Willis and meets with the external auditors as part of this process. The other members of the committee are Katherine Mathew and Hanif Malik.

### Remuneration Committee

The Remuneration Committee assists the Board in developing and administering a fair remuneration policy for the Club and determining remuneration of senior employees. It is chaired by Stephen Willis and the other member of the committee is Robin Smith.

### Members' Committee

The Club encourages effective communication with its members and the Members' 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 the 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 as a sounding board for the Chairman and act as an intermediary for other directors. The position is currently held by Stephen Willis.

## 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 FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

The financial statements are required by law to give a true and fair view of the state of affairs of the Club and of the income and expenditure of the Club 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
- assess the Club's ability to continue as a going concern, disclosing, as applicable, matters

related to going concern; and

- use the going concern basis of accounting unless they either intend to liquidate the Club or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for keeping proper books of account that disclose with reasonable accuracy at any time the financial position of the Society and enable them to ensure that its financial statements comply with the Co-operative and Community Benefit Societies Act 2014. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and 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 Society's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

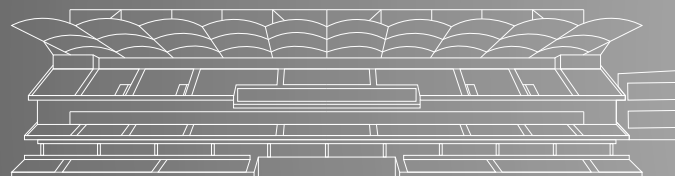
## DISCLOSURE OF INFORMATION TO AUDITOR

The members of the Board who held office at the date of approval of the Annual Report and 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.

# INCOME AND EXPENDITURE ACCOUNT

for the year ended 31 December 2018

	NOTE	2018	2017
		£	£
<b>Income:</b>			
International ticket and hospitality revenue		2,498,366	2,685,777
Domestic ticket and hospitality revenue		999,030	932,095
Subscriptions		828,003	742,389
England and Wales Cricket Board		2,119,265	3,152,158
Commercial income		2,290,617	1,998,447
Other income		117,781	149,785
		8,853,062	9,660,651
<b>Cost of Sales:</b>			
International match and hospitality expenditure		1,264,002	1,456,773
Domestic match and hospitality costs (home fixtures)		586,517	517,291
Retail		181,977	233,077
Catering		171	1,241
		(2,032,667)	(2,208,382)
<b>Cricket Expenses:</b>			
Staff remuneration and employment expenses		2,585,810	2,611,654
Match expenses (away fixtures)		225,638	211,204
Development expenses		443,700	400,008
Other cricket expenses		130,433	103,503
		(3,385,581)	(3,326,369)
<b>Overheads</b>			
Infrastructure and ground operations		1,191,570	1,130,685
Commercial		799,445	773,413
Administration		729,940	897,901
Ticket and membership office		198,701	179,997
		(2,919,656)	(2,981,996)
<b>Earnings before interest, tax, depreciation and amortisation</b>		515,158	1,143,904
Interest		(797,485)	(804,833)
Depreciation	5	(555,648)	(513,535)
Release of Capital Grants	10	190,315	188,191
		(1,162,818)	(1,130,177)
<b>(Deficit) / Surplus before exceptional item and taxation</b>		(647,660)	13,727
Exceptional item		-	(67,699)
<b>Deficit before taxation</b>		(647,660)	(53,972)
Taxation	4,11	286,804	(971)
<b>Deficit for the year after taxation</b>		<b>(360,856)</b>	<b>(54,943)</b>



# BALANCE SHEET

as at 31 December 2018

	NOTE	2018	2018	2017	2017
		£	£	£	£
<b>Assets employed:</b>					
Investments	14		50		50
Fixed Assets	5		28,852,481		28,694,742
<b>Current Assets:</b>					
Stocks		104,211		117,158	
Debtors	6	2,509,845		1,230,849	
Cash at bank and in hand		1,817,901		1,345,277	
		4,431,957		2,693,284	
<b>Creditors: amounts falling due within one year</b>	7	(12,997,845)		(6,469,314)	
<b>Net current liabilities</b>			(8,565,888)		(3,776,030)
<b>Total assets less current liabilities</b>			<b>20,286,643</b>		<b>24,918,762</b>
<b>Funded by:</b>					
<b>Creditors: amounts falling due after more than one year</b>	8		18,766,152		22,947,100
<b>Deferred income - capital grants</b>	10		4,887,669		4,977,984
			23,653,821		27,925,084
<b>Capital and reserves</b>					
Called up share capital	12		228		210
Capital redemption reserve			662		680
Income and expenditure account			(3,368,068)		(3,007,212)
			(3,367,178)		(3,006,322)
			<b>20,286,643</b>		<b>24,918,762</b>

These accounts were approved by the Board on 8th February 2019.

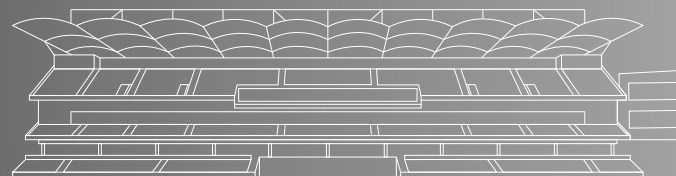
ROBIN SMITH, CHAIRMAN

PAUL HUDSON, CLUB SECRETARY

# CASH FLOW STATEMENT

for the year ended 31 December 2018

	NOTE	2018	2017
		£	£
<b>Cash flows from Operating Activities</b>			
Deficit for the year		(360,856)	(54,943)
Adjustments for:			
Depreciation of tangible assets		555,648	513,535
Loan interest payable		797,485	804,833
Capital grants released		(190,315)	(188,191)
Taxation		(286,804)	971
(Increase) / decrease in trade and other debtors		(992,192)	235,578
Decrease in stocks		12,947	12,368
Increase in creditors		4,180,098	1,232,165
Interest paid		(797,485)	(804,832)
<b>Net cash inflow from operating activities</b>		<b>2,918,526</b>	<b>1,751,483</b>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets	5	(713,387)	(156,589)
Capital grants received		100,000	100,000
Acquisition of investment in joint venture company	14	-	(50)
<b>Net cash outflow from investing activities</b>		<b>(613,387)</b>	<b>(56,639)</b>
<b>Cash flows from financing activities</b>			
Proceeds from new loans		-	42,800
Repayment of borrowings		(1,128,085)	(100,000)
Repayment of finance lease liabilities		(704,430)	(98,797)
<b>Net cash outflow from financing activities</b>		<b>(1,832,515)</b>	<b>(155,997)</b>
<b>Increase in cash in the period</b>		<b>472,624</b>	<b>1,538,847</b>
Cash and cash equivalents at 1st January		1,345,277	(193,570)
Cash and cash equivalents at 31st December		1,817,901	1,345,277



# STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2018

	Called Up Share Capital	Capital Redemption Reserve	Income and Expenditure Account	Total
	£	£	£	£
Balance at 1st January 2017	210	680	(2,952,269)	(2,951,379)
Deficit for the year after taxation	-	-	(54,943)	(54,943)
<b>Balance at 31st December 2017</b>	<b>210</b>	<b>680</b>	<b>(3,007,212)</b>	<b>(3,006,322)</b>
Balance at 1st January 2018	210	680	(3,007,212)	(3,006,322)
Additional share Capital for New Members	18	(18)	-	-
Deficit for the year after taxation	-	-	(360,856)	(360,856)
<b>Balance at 31st December 2018</b>	<b>228</b>	<b>662</b>	<b>(3,368,068)</b>	<b>(3,367,178)</b>

# NOTES TO THE ACCOUNTS

for the year ended 31 December 2018

## 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 and the Co-Operative and Community Benefit Society Act 2014. The amendments to FRS 102 issued in July 2015 have been applied. The presentation currency of these financial statements is sterling.

Under section 100 of the Co-Operative and Community Benefit Society Act 2014, neither the Yorkshire Cricket Foundation nor Headingley North South Stand Limited meet the definition of a subsidiary. The Co-Operative and Community Benefit Society Act 2014 only requires a consolidation to be prepared where investments meet the definition of a subsidiary. In addition, Under section 9.3(g) of FRS 102, an entity is exempt from preparing consolidated financial statements if not required by the applicable statutory framework (in this case, Co-Operative and Community Benefit Society Act 2014). As such, no consolidated accounts have been prepared.

### (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:

#### International ticket and hospitality revenue

Relate to amounts received from ticket sales and hospitality directly attributable to staging international cricket matches in Yorkshire.

#### Domestic ticket and hospitality revenue

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

#### 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.

#### 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 (c) Fixed assets and depreciation, as set out below.

#### Commercial Income

Commercial income relates to amounts received from stadium naming rights, ground advertising, retail operations, catering guarantees, indoor cricket centre facility hire, dinners and other events. Advertising income received in respect of future seasons is treated as deferred income.

#### Other Income

Other income relates to amounts received from sundry items which mainly consists of donations, car parking and any other income not falling into the above categories.

### (b) Investments in jointly controlled entity

Investments in jointly controlled entities are carried at cost less impairment.

### (c) Fixed assets and depreciation

All expenditure in connection with the development of Emerald Headingley 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:

##### **Emerald Headingley Cricket Ground and Cricket Centre**

#### Buildings

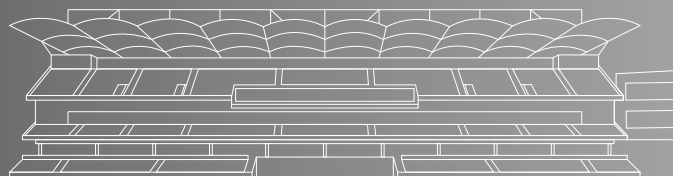
- Carnegie Pavilion	125 years
- other buildings	50 years
Fixtures	4 years
Plant & Equipment	between 4 & 10 years
Office equipment	2-4 years

Freehold land is not depreciated.

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

### (d) 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 are being 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.



#### **(e) Stocks**

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

#### **(f) Grants**

Capital grants relating to the development of Emerald Headingley 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 (c) 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.

#### **(g) Trade and other debtors / creditors**

Trade and other debtors are recognised initially at transaction price less attributable transaction costs. Trade and other creditors are recognised initially at transaction price plus attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method, less any impairment losses in the case of trade debtors. Short term instruments have an amortised cost materially equal to transaction price unless otherwise stated.

#### **(h) Interest-bearing borrowings classified as basic financial instruments**

Interest-bearing borrowings are recognised initially at the present value of future payments discounted at a market rate of interest. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method, less any impairment losses.

#### **(i) Cash and cash equivalents**

For the purpose of presentation in the cash flow statement, cash and cash equivalents include cash in 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 in the balance sheet.

#### **(j) Taxation**

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

Current tax is the expected tax payable or receivable on the taxable income or deficit 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 financial statements are prepared on a going concern basis which the directors believe to be appropriate for the following reasons. The Club meets its day to day working capital requirements through an overdraft facility which is repayable on demand in addition to loans from the Graves Family Trusts and HSBC. Details of the loans and overdraft maturity analysis which impact on the financial position can be found in note 8.

The Club is in a net current liability position of £8.6m (2017 - £3.8m) and net liabilities of £3.4m (2017 - £3.0m) at 31 December 2018. These positions include current deferred income of £7.6m (2017 - £3.0m) which relates primarily to the advance ticket sales of the Ashes test series scheduled for the summer of 2019. These tickets are more expensive and sell earlier and quicker than other test series.

The Board have prepared cash flow 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 from the date of approval of the accounts. Summer 2019 brings not only the Ashes test match, and an ODI, but also four ICC World Cup fixtures to Emerald Headingley, all of which attract increased corporate hospitality sales in addition to the increased cashflow associated with the return of the pouring rights to the Club. These enhanced incomes mean that the Club is expected to be profitable for the financial year 2019 and cash neutral following capital repayments of the debt. The Board have prepared reasonable downside sensitivities to cash flow forecasts, which show that whilst certain scenarios would restrict the net cash inflow, there are a number of opportunities to mitigate against these downside sensitivities, if required, to remain within the committed facility arrangements and allow the capital repayments of the debt as they fall due. These cash flow forecasts also assume the renewal of the Club's current overdraft facility of £0.5m (2017 - £0.5m), upon its annual expiry in May 2019, under the normal course of business, which has been the case since the facilities were last restructured in 2015. In the unlikely scenario that the facility is not renewed, the above opportunities and mitigating actions would be taken to remain within the new facility arrangements.

Furthermore, during the course of 2019 the Club will also begin the process to restructure the Graves Family Trust debts and have received positive confirmation from the Trustees that they are both willing and expecting to go through with this planned debt restructure which is expected to commence in summer 2019. This debt restructure will be coupled with the next round of funding for the game from the ECB for the period 2020 to 2024.

Based on the above indications, the directors are confident that the Club will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the accounts and therefore have prepared the accounts on a going concern basis.

### 3. STAFF NUMBERS AND COSTS

	2018	2017
<b>Staff Numbers and costs</b>		
The average number of persons employed by the Club (including directors) during the year, analysed by category, was as follows:		
Players (including Academy and Yorkshire Diamonds Players)	43	42
Non Playing Full Time Staff	51	48
Seasonal and Casual Staff	15	15
	109	105

The aggregate payroll costs of these persons were as follows:

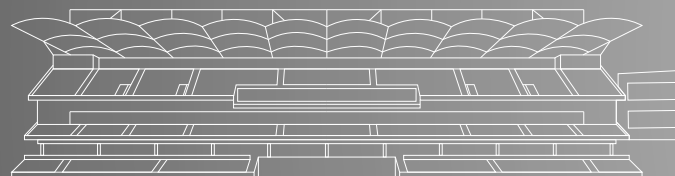
	£	£
Wages and salaries	3,549,883	3,781,710
Social security costs	375,773	414,500
Contribution to Pension Plans	263,951	286,977
	4,189,607	4,483,187

### 4. TAXATION

	2018	2017
	£	£
Deficit for the year after taxation	(360,856)	(54,943)
Total tax credit / (expense)	286,804	(971)
Deficit for the year before taxation	(647,660)	(53,972)
Tax at 19.00% (2017: 19.25%)	123,056	10,388
Expenses not deductible for taxation purposes	(950)	-
Reduction in tax rate on deferred tax balances	113,243	(1,429)
Fixed asset permanent differences	(73,069)	(88,687)
Non taxable income	98,536	90,538
Adjustments in respect of prior periods	25,988	(11,781)
Total tax credit / (expense)	286,804	(971)

The tax credit 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 income or directly in equity. A similar situation existed in 2017.

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 2018 has been calculated based on these rates.



## 5. FIXED ASSETS

	Cricket Centre		Emerald Headingley Cricket Ground					
	Freehold Land and Buildings	Plant and Equipment	Freehold Land and Buildings	Plant and Equipment	Improvements to Leasehold Property	Office Equipment	Assets in the Course of Construction	Total
	£	£	£	£	£	£	£	£
<b>Cost:</b>								
At 1 January 2018	608,624	780,094	27,112,792	5,211,412	4,453,421	450,263	-	38,616,606
Additions	-	18,797	8,750	69,960	-	42,091	573,789	713,387
At 31 December 2018	608,624	798,891	27,121,542	5,281,372	4,453,421	492,354	573,789	39,329,993
<b>Depreciation:</b>								
At 1 January 2018	191,603	770,529	3,412,164	4,797,421	324,697	425,450	-	9,921,864
Charged in the year	17,913	2,998	283,065	180,253	42,522	28,897	-	555,648
At 31 December 2018	209,516	773,527	3,695,229	4,977,674	367,219	454,347	-	10,477,512
<b>Net Book Value:</b>								
At 31 December 2018	399,108	25,364	23,426,313	303,698	4,086,202	38,007	573,789	28,852,481
At 31 December 2017	417,021	9,565	23,700,628	413,991	4,128,724	24,813	-	28,694,742

During 2017, the construction of the new shared stand with Leeds Rugby commenced, together with the construction of the new Leeds Rugby south stand. Work has continued in 2018 for the two projects combined, which is being financed by Legal and General Pensions Limited. In addition, the two Clubs are funding certain fit out costs themselves.

The costs are being directly incurred and capitalised by Legal and General Pensions Limited. The asset is then leased to Leeds City Council over a 42 year term. The cricket interest in the stand is then leased by Leeds City council to Headingley North South Stand (Cricket) Limited, company number 10750426, being a wholly owned subsidiary of Headingley North South Stand Limited, company number 10747361. The Club's interest in Headingley North South Stand Limited is disclosed in note 14.

Commencing in August 2019 the Club will pay a licence fee for the use of the stand, as set out in note 13. The Club's total commitment to the fit out costs, which are included in Assets in the Course of Construction, is up to £1.4 million. At the year end £443,000 had been incurred.

## 6. DEBTORS

	2018	2017
	£	£
Trade debtors	1,284,504	363,888
Deferred tax asset (see note 11)	906,832	620,028
Other debtors	318,509	246,933
	2,509,845	1,230,849

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

	2018	2017
	£	£
ECB floodlight loan (see note 8)	100,000	100,000
HSBC Bank Loan (see note 8)	-	500,000
CJ Graves Accumulation and Maintenance Trust Loan (see note 8)	1,750,000	250,000
J Graves Accumulation and Maintenance Trust Loan (see note 8)	1,750,000	250,000
Trade creditors	1,053,258	793,457
Finance leases (see note 13)	88,124	704,298
Social security and other taxes	350,293	545,369
Other creditors	65,761	87,021
Accruals	236,020	252,480
Deferred income	7,604,389	2,986,689
	12,997,845	6,469,314

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

	2018	2017
	£	£
HSBC Bank Loan (see below)	2,569,014	2,569,014
ECB Floodlight Loan (see below)	100,000	200,000
ECB Scarborough Cricket Club Loan (see below)	40,000	40,000
CJ Graves Accumulation and Maintenance Trust Loan (see below)	4,703,500	6,453,500
J Graves Accumulation and Maintenance Trust Loan (see below)	4,703,500	6,453,500
CJ Graves 1999 Settlement Trust Loan (see below)	5,500,000	5,500,000
Debentures	345,315	373,400
Finance leases (see note 13)	804,823	893,079
Deferred income	-	464,607
	18,766,152	22,947,100

### Loan, borrowing and overdraft maturity analysis:

In one year or less or on demand	3,688,124	1,804,298
In more than one year but not more than two years	15,122,000	3,688,256
In more than two years but not more than five years	2,794,014	17,841,014
In more than five years	850,138	953,223
	22,454,276	24,286,791

### Loan descriptions

During 2017, the HSBC loan was renegotiated to extend the period over which capital payments are made. £500,000 was repaid in 2018 with the balance to be repaid in installments during 2021. The loan carries an interest rate of 2% above the Bank of England base rate in return for a First Legal Charge over the Cricket Centre and a Third Legal Charge over Emerald Headingley Cricket Ground. 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.

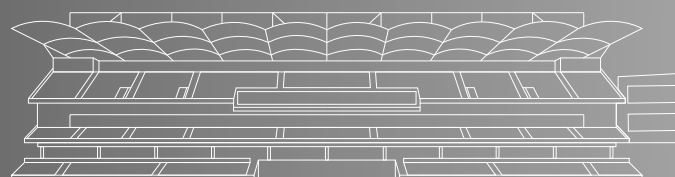
CJ Graves Accumulation and Maintenance and J Graves Accumulation and Maintenance Trusts loans were last renegotiated during 2017. The loans stand at £6.45m each bearing an interest rate of 4.625% plus any rise in Bank of England base rate over 0.5%. Capital repayments were made in 2018 (£250,000 each Trust) and with further repayments due 2019 (£1.75m each Trust) and the outstanding balance repaid by 31st December 2020. The two Trusts have been granted by the Club a joint First Legal Charge over Emerald Headingley Cricket Ground and joint Second Legal Charge over the Cricket Centre.

A further loan of £5.5m from the CJ Graves 1999 Settlement Trust bears an interest rate of 0%. Full capital repayment of this loan is due on 31 December 2020. The Club has granted Second Legal Charge over Emerald

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 Emerald Headingley Cricket Ground. The total available loan is £700,000 all of which was drawn down in 2015. £500,000 has been repaid to date 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.

The ECB have also made available a £40,000 loan for capital improvements at Scarborough Cricket Club (SCC) and this will be repaid in 2020 by way of a capital funding payment from the ECB. YCCC has loaned this money to SCC to enable them to carry out the work on the same basis that it has been borrowed from the ECB. The SCC debtor forms part of the Other Debtors balance in note 6 and the transactions have created no cash inflow or outflow for the Club and have no impact on the Income and Expenditure Account.



## 9. FINANCIAL INSTRUMENTS

	2018	2017
	£	£
<b>Assets measured at cost less impairment</b>		
Trade Debtors	1,284,504	363,888
Other Debtors	318,509	246,933
Cash	1,817,901	1,345,277
<b>Liabilities measured at amortised cost</b>		
Term Loans	21,216,014	22,316,014
Debentures	345,315	373,400
Finance Leases	892,947	1,597,377
<b>Loan Commitments measured at cost less impairment</b>		
Trade Creditors	1,053,258	793,457
Social security and other taxes	350,293	545,369
Other creditors	65,761	87,021
Accruals	236,020	252,480

## 10. DEFERRED INCOME: CAPITAL GRANTS

	2018	2017
	£	£
At 1 January	4,977,984	5,066,175
Received in year	100,000	100,000
Released to Income and Expenditure Account	(190,315)	(188,191)
At 31 December	4,887,669	4,977,984

## 11. DEFERRED TAX ASSET

	2018	2017
	£	£
At 1 January	(620,028)	(620,999)
(Credit) / Charge to Income and Expenditure Account for the year (see note 4)	(286,804)	971
At 31 December (see note 6)	(906,832)	(620,028)
The elements of recognised deferred tax are as follows:		
Difference between accumulated depreciation and capital allowances	317,211	352,954
Tax losses	(1,223,377)	(972,982)
Short term timing differences	(666)	-
	(906,832)	(620,028)

## 12. SHARE CAPITAL

	2018	2017
	£	£
Allotted, called up and fully paid Ordinary shares of 5p each	228	210

During the year there was an increase in qualifying members of 364. The total number of qualifying members as at 31 December 2018 was 4,557 (2017: 4,193). 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.

## 13. LEASING COMMITMENTS

Finance lease liabilities are payable as follows:

	2018 Minimum Lease Payment	2017 Minimum Lease Payment
	£	£
In one year or less	88,124	704,298
Between two and five years	300,000	313,256
More than five years	504,823	579,823
	892,947	1,597,377

The Club currently has two finance leases. The first 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 rent 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.

Non-cancellable operating lease rentals are payable as follows:

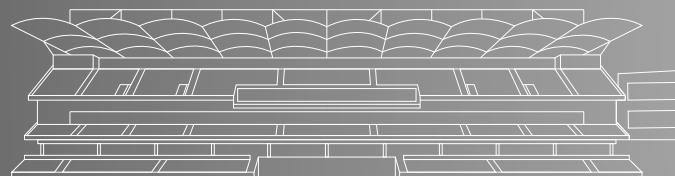
	2018 Minimum Lease Payment	2017 Minimum Lease Payment
	£	£
In one year or less	230,192	31,010
Between two and five years	397,708	620,022
	627,900	651,032

Operating lease payments amounting to £37,199 (2017 - £41,704) were recognised as an expense in the Income and Expenditure Account. In August 2019 the Club will begin to pay a license fee for use of the redeveloped North South Stand starting at £579,655 per annum, rising annually in line with RPI. The license is to be renewed annually at the discretion of the Club.

## 14. INVESTMENTS

	2018	2017
	£	£
Cost: At 1 January	50	-
Addition	-	50
Cost: At 31 December	50	50

The Club has invested £50 for 50% of the paid up share capital of Headingley North South Stand Limited, company number 10747361 of Emerald Headingley Stadium St. Michael's Lane, Headingley, Leeds, LS6 3BR. This company has been incorporated to facilitate the re-development of the North South Stand.



## 15. RELATED PARTY TRANSACTIONS

By way of the Articles of Association of the Yorkshire Cricket Foundation (YCF), the Club has the power to appoint two trustees to the board of the YCF. During the year, Mark Arthur and Robin Smith were Board Members of the Club and Trustees of the YCF. During 2018, the YCF awarded non capital grants of £29,533 (2017 - £34,888) to the Club. During the year the Club made no donations to the YCF (2017 - £23,320). The balance owed at 31 December 2018 was £9,914 (2017 - £3,876).

Mark Arthur was also a Board Member and Director of the Yorkshire Cricket Board (YCB). During 2018, sales to the YCB of £99,526 (2017 - £79,036) were made in return for goods or services provided by the Club. All sales have been either settled in cash or form part of the trade debtors' balance at the year end. The balance owed at 31 December 2018 was £8,805 (2017 - £6,358 was owed by the Club to the YCB).

The Club is a founding member of Park Avenue Bradford Limited (PABL), along with the YCF and YCB, a private company limited by guarantee, with an investment of £nil. Mark Arthur acted as a board member and director of both the Club and PABL, while Paul Hudson and Andy Dawson acted as board members and directors of PABL and employees of the Club. During 2018 there were no transactions between the Club and PABL. During 2017, the Club made a contribution of £15,000 towards the startup costs incurred by PABL operating the Bradford Park Avenue site.

The Club invested £50 by way of paid up share capital in Headingley North South Stand Limited (HNSS) in 2017 (see note 14). Mark Arthur, Paul Hudson and Andy Dawson all acted as directors of this company in addition to their roles with the Club. Costs of £688,547 were recharged to the Club from HNSS in 2018 and were all either settled in cash or form part of the trade creditors' balance at the year end. At 31 December 2018, £338,413 was owed by the Club to HNSS (2017 - £72,670 was owed to the Club by HNSS).

Robin Smith was a Non-executive Director of Bartlett Group (Holdings) Limited. Costs of £3,006 (2017 - £3,006) were incurred by the Club from one of its subsidiaries and were settled in cash during the year.

The total compensation of key management personnel (including directors), as defined in the staff list (page 7), in the year amounted to £654,025 (2017 - £841,771).

## 16. PENSIONS

The Club operates defined contribution pension schemes for the benefit of certain employees. The employee and employer contributions during the year were £356,810 (2017 - £388,774). The assets of these schemes are administered in funds independent from those of the Club. Of this £3,915 was unpaid at the end of the year (2017: £45,818).

## 17. AUDIT FEE

The Club paid its auditor £20,500 (2017 - £19,750) in respect of the audit of these Financial Statements.

# INDEPENDENT AUDITOR'S REPORT

## OPINION

We have audited the financial statements of The Yorkshire County Cricket Club ("the Club") for the year ended 31 December 2018 which comprise the Income and Expenditure account, Balance Sheet, Cash flow statement, Statement of changes in equity and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

give a true and fair view, in accordance with UK accounting standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, of the state of the Club's affairs as at 31 December 2018 and of the income and expenditure of the Club for the year then ended; and

comply with the requirements of the Co-operative and Community Benefit Societies Act 2014.

## BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Club in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

## THE IMPACT OF UNCERTAINTIES DUE TO THE UK EXITING THE EUROPEAN UNION ON OUR AUDIT

Uncertainties related to the effects of Brexit are relevant to understanding our audit of the financial statements. All audits assess

and challenge the reasonableness of estimates made by the directors and the appropriateness of the going concern basis of preparation of the financial statements. All of these depend on assessments of the future economic environment and the Club's future prospects and performance.

Brexit is one of the most significant economic events for the UK, and at the date of this report its effects are subject to unprecedented levels of uncertainty of outcomes, with the full range of possible effects unknown. We applied a standardised firm-wide approach in response to that uncertainty when assessing the Club's future prospects and performance. However, no audit should be expected to predict the unknowable factors or all possible future implications for a company and this is particularly the case in relation to Brexit.

## GOING CONCERN

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the Club or to cease its operations, and as they have concluded that the Club's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least a year from the date of approval of the financial statements. In our evaluation of the directors' conclusions, we considered the inherent risks to the Club's business model, including the impact of Brexit, and analysed how those risks might affect the Club's financial resources or ability to continue operations over the going concern period. We have nothing to report in these respects.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the Club will continue in operation.

## OTHER INFORMATION

The directors are responsible for the other information, which comprises the Chairman's Report, Chief Executive Report, Director of Cricket's Report, President, Board Members, Staff and Players, Director of Finance's Report, Corporate Governance Statement, AGM Minutes, Members' Committee Report, Board Attendance & Players Appearances for 2018, Yorkshire Cricket Foundation Manager's Report, Archives Committee Report and Notice of AGM and Agenda. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work, we have not identified material misstatements in the other information.

Matters on which we are required to report by exception

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.

We have nothing to report in these respects.

## DIRECTORS' RESPONSIBILITIES

As more fully explained in their statement set out on page 10 the Club's directors are responsible for the preparation of financial statements which give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Club's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Club or to cease operations, or have no realistic alternative but to do so.

## AUDITOR'S RESPONSIBILITIES

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

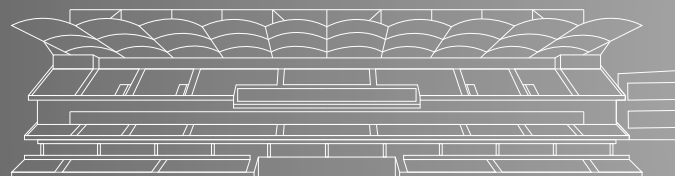
## THE PURPOSE OF OUR AUDIT WORK AND TO WHOM WE OWE OUR RESPONSIBILITIES

This report is made solely to the Club 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 those matters we are required to state to it 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 for our audit work, for this report, or for the opinions we have formed.



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

1 Sovereign Square  
Sovereign Street  
Leeds  
LS1 4DA  
8th February 2019



# AGM MINUTES

**MINUTES OF THE ANNUAL GENERAL MEETING HELD  
ON SATURDAY 24TH MARCH 2018 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)  
354 members

## **1. Welcome**

The Chairman welcomed everyone to the meeting and thanked them for their attendance.

The Cricket Department was represented by Andrew Gale, Ian Dews, Gary Ballance, Josh Shaw, Tom Kohler-Cadmore, Matthew Waite, Tim Bresnan and Andrew Hodd.

## **2. To receive apologies for absence as follows:**

Mr Alan G Anderson, Mr Dennis L Barnett, Mr Tim Barwood, Dr M H Bell, Mr Michael Burton, Mr John Cockroft, Mr Joseph Deegan, Mr R Scott Elliot, Mr Michael Hall, Dr David A Harding, Mr Richard Levin, Mr J Michael Parkinson, Ref Dr David R Peel, Mr Roger Statham, Mrs Wendy Statham, Mr Chris Woodthorpe and Mr and Mrs Colin Dent.

The Chairman reported that 26 members had died during the year and this was marked by a minute's silence. Those who had died were:

Mr Donald E Clayton, Mr Jack Schofield, Mr Patrick Horsfall, Mr David Maskell, Mrs Ann-Marie Allan, Mr Ian Dunn, Mr Frank Murton, Mr Melvyn Taylor, Mr George Edeson, Mr Geoff Halls, Mr Richard Robertson, Mrs Daphne Scott, Mr Jack Scott, Mr Edmund Martin, Mr Gary Waller, Mr Robert Gibson, Mr Clifford Gregg, Mr Edward Bunker, Mr Dennis Foster, Mr John Thackray, Sir Lawrence Byford, Mr Harold Smith, Mr Frederick Ridewood, Mr James Crabtree, Mr Joseph (Jerry) Pearlman and Mr Geoffrey Banks.

## **3. To confirm the Minutes of the Annual General Meeting held on Saturday 18 March 2017 and Extraordinary General Meeting held on Friday 7 April 2017**

The Chairman reported that no comments had been received on the Minutes of the last Annual General Meeting held on Saturday 18 March 2017 and the Extraordinary General meeting held on Friday 7 April 2017 and accordingly the minutes were approved on a show of hands.

The Chairman asked if there were any matters arising?

Club Rules – this was raised last year and members were told that they would be updated on the website. A member said he had checked this morning and the old version had not been updated.

The Chairman explained that the ECB were adopting a new structure and updating their rules and governance; this process had taken some time. As a result, our Club's Rules were also in the process of being updated by Robin Smith, Katherine Mathew and Paul Hudson with a view to updating our governance to reflect that of the ECB.

Once this process had been completed, the up to date Rules would be put on the website.

## **4. To receive a report from the Chairman**

Dave Callaghan – The Chairman mentioned the death of Dave Callaghan, the 'voice of Yorkshire cricket', who had passed away unexpectedly. The funeral had been well attended by the cricket family and friends from the sporting world. A short video was played to the meeting of the TBTv interview that Tim Bresnan had carried out with Dave Callaghan.

A short video was also then played to the members, giving an overview of last season. The Chairman said this was on the Club website and the Marketing team who had put this together had done an excellent job.

The Chairman said there had been a lot going on over the last 12 months.

He said last year had been disappointing on the cricket front, but despite the fact that the Club were in transition at the top of professional sport, they were still trying to win trophies.

In addition, the Academy continued to produce great cricketers and this would carry on into the future.

We wanted to win all three competitions.

The Chairman said the position off the field last year had been pleasing. We had grown our turnover and generated cash; however, 2018 was a different matter and would be a difficult year.

Pitch Experience – The Chairman reported that our Ground Staff had produced excellent pitches yet again, which had resulted in them receiving top marks from the ECB.

In terms of the experience delivered at international matches we came top with the ECB and this was recognised throughout cricket.

Last year we had refinanced the Club, got the new stand going up and secured the naming rights with Emerald for the complex.

We had also negotiated an excellent deal with the catering and pouring rights attached to the cricket ground and this would generate significant profits.

The Chairman said despite the fact that 2018 would be a difficult year, we had gone from a cash leaking business to one which was growing the top line and generating cash.

Membership was also continuing to grow. This was due to traditional members, qualified members and different memberships. The subscription fee we all paid was an important part of the financing of the Club and the Board were grateful to everyone for their support.

The Chairman said in terms of attendance, we were focussing on attracting as many people as possible. Last season we had lost some key games quickly and the weather had been bad which had affected attendances.

The Board were always keen to invest in the playing side so that we had the best possible squad. We were up against the salary cap and because of the nature of our squad we had a lot of players coming and going with England.

The Chairman said he was fighting hard to get increased missed match compensation. We did not believe we were being compensated sufficiently for producing England players. He said MA was at the heart of that battle.

The Chairman said he wanted to formally record the Club's thanks to Leeds City Council who had done a brilliant job brokering the agreements for the new stand, as without their support this would not be happening.

Debt – the Chairman said there had been a lot of questions about the level of debt. From this season onwards, the growth in the numbers meant that we can at last start to repay debt.

The question of debt owed to the Graves' Trust was raised. The Chairman said this would be refinanced, there had to be a refinance process every 3 or 4 years which was typical and the Trustees were on side with everything that the Club were doing. He said there was a plan beyond this which showed increasing repayments. In terms of the nature of the refinance and the interest rate which was capped at 5% this was cheap money and meant that we would in due course be able to repay this very quickly.

The Chairman invited anyone who wanted to understand the refinancing of the Club's debt to come up and see Paul Hudson, the Finance Director after the meeting.

The Chairman said because 2018 would be a challenging year because our seating capacity was down it should not come as a surprise if a small loss was made. On top of that the Pakistan match was scheduled in the middle of Ramadan.

He also said everyone should bring ear muffs to games as building work would be going on during matches because it was imperative that the new stand was completed in time for next season.

Major matches – The Chairman said the team led by Mark Arthur and Andy Dawson did a phenomenal job and as a result, despite significant competition, we had another Ashes Test in 2023 which was the right outcome for us.

The Chairman encouraged members to go to the website to look at the material distributed by the Club.

He said videos of every wicket and stats in relation to our games would now be on our website. We had also looked at the live streaming of games, but could not find a cost-effective solution. However it was hoped that at some point in the future a way round this would be found. We were working on producing live clips from games.

New T20 Competition – This had been approved last year and we had voted in favour. The Board believed it was the right thing to do and it

did underpin a massive TV deal whereby the money would go to the counties and recreational game. Emerald Headingley were one of the host counties.

Once that competition was up and running we would need more capacity to play matches and would be investing in other grounds such as Scarborough, Sheffield and Bradford. We were hopeful that once the grounds and facilities were up to scratch, first class cricket would be able to be played at these grounds.

Governance – The Chairman said it was well known that in the past the ECB had been rife with conflicts and its Board did not have a voice from the north on the Board. That situation had now changed with Colin Graves as Chairman, Lord Patel from Bradford on the Board, Mark Arthur at the heart of the changes and MM's role on the Cricket Committee so he hoped members could see that the Board were constantly trying to make YCCC's voice heard at a national level.

#### **5. To receive and approve the Accounts, together with the Independent Auditor's Report thereon, for the year ended 31 December 2017.**

Paul Hudson, the Club's Finance Director and Secretary, presented his report and the Club's financial statements for the year ended 31 December 2017.

PH was asked if the £.5m owed to the tax man was VAT, PAYE and NI? PH confirmed that a large part of that figure was VAT and said it had been paid on time after the year end as normal.

The Chairman said a lot had been spent on admin costs. There was nothing unusual in this, in order to achieve top line growth, we had to invest in more people.

The Chairman was asked if the Club had a target date by which it expected to have the debt significantly reduced. The Chairman said that it would be in the twenties when the Club would have this debt substantially cleared.

He said the weather did impact on sales. There were a lot of variables and the nature of the opposition also made a big difference.

At the present time, the new stand had not been completed and the new T20 competition was just starting.

It had been in the media that the ECB was to give £.5m to grounds that did not get a Test Match. The Chairman said it was available and we would receive some of that. The Club believed that there should be compensation and it should be at the right level.

There were 956 votes in favour of adopting the Report and Accounts for the year ended 31 December 2017 and 7 against, a majority of 99.3%. The Chairman declared the resolution passed.

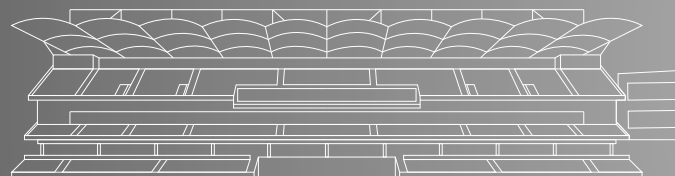
#### **6. To appoint KPMG LLP as auditor of the Club until the conclusion of the next Annual General Meeting of the Club at which the accounts for the year ending 31 December 2018 are laid.**

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 922 votes in favour and 41 votes against giving a total of 95.7% in favour of the resolution. A show of hands confirmed the appointment of KPMG LLP as the Club's auditors for the coming year.

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

MM said last season he had asked for the younger players to put in more consistent performances and Ben Coad had got an opportunity



## AGM MINUTES CONTINUED

early on and never looked back and had had a fantastic season.

Matthew Fisher was another young bowler who had eventually got into the county side towards the end of the season and did well with the ball but also contributed with the bat. His partnership with Steve Patterson would not be forgotten quickly, for a young player to show that amount of skill and composure saved us from being relegated.

This mindset showed in 2nd XI performances last year, when we won the 50 Over Final, lost in the semi-finals of the T20, finished 4th in the 2nd XI Championship. Had the weather been kinder we would have finished higher. This was reward for the hard work put in by Ian Dews with the younger players.

MM said there was genuine competition for places in the first team now.

The Academy who were very young finished 3rd in the ECB Premier League and had been in the running for winning it.

There was continued development of a lot of younger players and there was some exciting talent for the future.

In the 50 Over white ball cricket, the First team got to the quarter final when they were "Sangakared". Again, we shown consistency in that form of the game. We did not get to the quarter finals of the T20 competition but did play some good T20 cricket at Headingley in particular.

As a one-day team MM said he was pleased with how things were progressing.

During the pre-season tour we chased down a big score against a decent Notts team.

MM said the two areas we needed to improve in white ball cricket were batting second and winning away from home. Our main problem last season was our four-day batting which was particularly disappointing given the work we had done in the winter. T20 was providing the mindset that batsmen want to dominate and score boundaries. We were finding it difficult to adapt because the difference between red and white ball cricket was wider than it had ever been. They need different techniques and mindset.

A lot of strong conversations had been had and everyone agreed the standard was far below what we should have been producing. The fightback had started in November when the lads had reported back for training and the batsmen reviewed their techniques and their mental approach to four-day batting.

MM said psychology was a big part of sport and we had always had it available for players but allowed them to choose whether they took advantage of it or not.

MM said the big change now was that psychology was being made compulsory. Every player would now have three contacts with Mark Nesti at all levels. It was hoped this would then ensure we were technically and mentally better in all three formats of the game.

County Championship cricket was still the prize but we wanted to be successful in all areas of the game.

The work ethic of the players had been outstanding this winter and the pre-season tour had been excellent.

MM said from a batting point of view the signs going forward were very positive and he felt we would get back to playing our best four-day cricket.

MM said Cheteshwar Pujara would come first and Kane Williamson would be here for the second half of the season. This would mean we had two players out of the top five world batting rankings to help our players. We would also have Billy Stanlake for our T20 cricket.

Something had to be done to protect the counties interests when negotiating contracts. MM was chairing a meeting of cricket coaches nationally on 10 April where the structure would be discussed ie should it be two divisions etc and how do we manage the T20 situation. We wanted players who wanted to play for YCCC but had to accept that there was life changing money out there so a balance had to be found.

Adil Rashid wanted to focus on white ball cricket and was followed by several others. MM said it was not known if it would become applicable to more and more players as we went forward. However, we needed to ensure we were not exposed by this situation. If players want to go and play around the world we still needed to have a group of players capable of competing in all three formats of the game. MM predicted it would be challenging over the next few years.

MM said in the short term, it was good news and everyone was looking forward to the season.

Gary Ballance and Andrew Gale had learnt a lot last year and MM was confident their relationship would grow and develop over time into a very good partnership and asked the members to give their support to them. The talent was there and it was a long-term project, we had to be united and work hard to achieve it.

Four-day cricket would always be our priority and early sight of the 2019 fixture list indicated that there would be championship cricket throughout the whole year.

If the ECB wanted to develop players and in particular, spinners, the schedule had to reflect that going forward.

We had to make sure the nursery of Test Match cricketers was looked after and played throughout the year.

Adil Rashid and white ball cricket. Members were disappointed that he had opted just to play white ball cricket as he could have otherwise been available for the first five matches.

The Chairman said the Club had been disappointed with this and had renegotiated his contract. However, MM was of the view that if Adil was not focussed on four-day cricket there was no point in making him play it. He had chosen to go down this route albeit we do not believe he has fulfilled his potential and was still young enough to be able to do

this. We believed he should be playing for England in all three formats of the game and it was disappointing he was not putting himself forward for this.

We also believe that Adil had value for the Club, he had a part to play for us in white ball cricket. If he came back determined to play as well as he can in white ball cricket, happy days. He was not sure himself how long this would be for and the situation would be reviewed in August.

MA replied to questions about cricket returning to Sheffield and said the ball was very much in the court of the Sheffield Collegiate because the changing facilities had to be updated and the quality of the pitches had to be addressed. There was definitely a commitment from the County Club to spread cricket around the county where practical.

SD said MA sat on the County Championship Group and prioritised the participation level and facilities within club cricket and county cricket. The end of 2024 would be a critical period for cricket.

The new city based T20 tournament will be owned by the ECB, there would be players in different pools and there would be a specified number of overseas players.

It would have nothing to do with the Club other than we had an agreement to stage games here. It would be the ECB's responsibility. We would receive £1.3m each year and £80K per match together with the profits from the food and beverages.

Given MM's arguments, SD said we needed a county agreement as to what we did, so that we would be one step ahead of the game. Players would still need the counties and we had to avoid counties becoming the last pick. The system had to work for everyone and it was hoped common sense would prevail. There was crazy money out there and county cricket could not compete with that.

We had been advocating sensible prize money for the County Championship. Two of our own Joe Root and Johnny Bairstow put their names forward for the IPL and England rested them as a result. If England had a problem, multiply it for us. The game had an issue that needs resolving.

MM said we were looking to try and guard against England players using our important games for net practice. If players were available we want them to play for us, but we wanted them in form.

The question was asked if it would be possible/considered for some form of county championship cricket at Scarborough. SD said yes, definitely.

Members asked if the 4-day game would be squeezed into three days and the answer was no.

A member from the floor thanked the Chairman for his commitment and said he had got the members' support and the players had got the support of the members.

#### **8. To re-elect as President, Mr Richard Hutton**

The Chairman said following a recommendation from the Nominations Committee, the Board had no hesitation in recommending Richard Hutton as President for a second term.

There were 922 votes in favour of Richard Hutton's election as President for a second term and 41 against giving a total of 95.2% 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 1,196 votes in favour of Mark Arthur's re-election to the Board and 29 votes against giving a total of 97.6% in favour of the resolution.

The Chairman declared Mark Arthur duly re-elected to the Board.

b) Mr Hanif Malik –

There were 1,142 votes in favour of Hanif Malik's election to the Board and 80 votes against giving a total of 93.5% in favour of the resolution.

The Chairman declared Hanif Malik duly elected to the Board.

c) Mr Martyn Moxon –

There were 1,189 votes in favour of Martyn Moxon's re-election to the Board and 42 votes against giving a total of 96.6% in favour of the resolution.

The Chairman declared Martyn Moxon duly re-elected to the Board.

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

There were 1,129 votes in favour of Pauline Beesley's election to the Members' Committee and 66 votes against giving 94.5% in favour of the resolution.

The Chairman declared Ms Beesley duly elected to the Members' Committee.

#### **11. To award the President's medal**

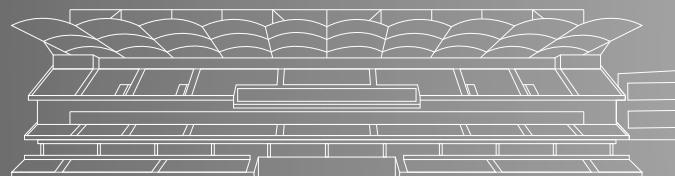
The Chairman said the President's Medal was introduced a few years ago for work carried out by members in a voluntary capacity over a number of years. It was not an annual award it was based on the merits of each individual case.

The Board had no hesitation in recommending two people who had served on the Archives Committee David Hall and David Allan. David Hall was additionally involved in bringing to fruition the Museum and David Allan spent many years as a Trustee of the Charitable Youth Trust and was instrumental in the maintenance of the Club's archives. The President read a short citation and presented the medals.

#### **12. Any other business**

There being no other business the meeting closed and the Chairman thanked everyone for their attendance.

Chairman



# MEMBERS' COMMITTEE REPORT

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

<b>Chairman:</b>	Graeme Greenfield
<b>Elected Members:</b>	Charlotte Evers
	Richard Levin
	Howard Ray
<b>Appointed Members:</b>	Graeme Greenfield
	Chris Woodthorpe
	Andrew Kilburn
<b>In Attendance:</b>	Robin Smith, Board Director
	Mark Arthur, Chief Executive
	Andy Dawson, Commercial Director

There were seven full committee meetings during the year. Each meeting is appropriately recorded with the detailed minutes subsequently being submitted to the main Board. The openness and accessibility of the Board continues and, as Chair of the Members' Committee, I continue to attend the full board meetings to ensure our members' views are represented.

Three Member Forums were held during the season. For the first time we met before the commencement of play of a one day game. The Chief Executive and the Commercial Director were in attendance to answer questions and provide insight and further background information. At the second forum, held at Scarborough, we welcomed Martyn Moxon, the Director of Cricket Development, who was open and honest in his appraisal of the performance of the teams. This was a great success and we hope to repeat this in the future. At the third forum, held in the Long Room, the Chief Executive was challenged by those in attendance on a number of issues and, as always, he answered the questions in an open and honest way. Attendance continues to grow with over 150 members at each forum.

Throughout the forums Mark Arthur has continued to report on the ground development and I am sure all members will be delighted with the new stand. Members' access to the stand during County games has been a regular topic for discussion at our committee meetings and we hope that members will have access to two levels at each county game.

Once again membership continues to grow but the challenge will be to maintain this growth. The member's committee will continue to work alongside the management team to support this continued growth.

The committee discusses many issues during the season ranging from umbrellas to pass outs to the end of season presentation and the occasional conversation about cricket!

The next few months promise to be an exciting time at Emerald Headingley and I hope that all members embrace both international and domestic cricket. The introduction of a fixture at York has been welcomed by everyone one I have spoken to and I look forward to seeing YCCC taking the field in York in June.

All members of the committee welcome your comments and views. Please do not hesitate to speak to any of us during the season or email us at [ycccmemberscommittee@gmail.com](mailto:ycccmemberscommittee@gmail.com).

In conclusion, I would like to express my sincere appreciation to all my committee colleagues this year for their love of the game and particularly Yorkshire County Cricket Club. They continue to give up their free time for the benefit of all members and all have made a good contribution to Membership Committee meetings this year.

It has been a privilege to be Chairman of the Members' Committee and I look forward to hearing your views in the coming season, either at Forums or during the tea interval in the Long Room at most County games.

**GRAEME GREENFIELD**  
Chairman  
Members' Committee

## BOARD ATTENDANCE FOR 2018

Name	Possible	Actual
<b>Elected:</b>		
Steve Denison	3	3
Mark Arthur	6	6
Robin Smith	6	6
Martyn Moxon	6	6
Stephen Willis	6	5
Katherine Mathew	6	6
Hanif Malik	5	4

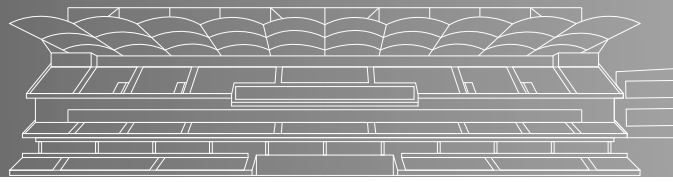
## PLAYER APPEARANCES 2018

### YORKSHIRE COUNTY CRICKET CLUB APPEARANCES

	SSCC	RL1DC	T20	Total
Adam Lyth	13	9	14	36
Gary Ballance	12	6	14	32
Tim Bresnan	12	7	11	30
Steven Patterson	8	9	11	28
Tom Kohler-Cadmore	6	9	13	28
Jonathan Tattersall	7	6	14	27
Harry Brook	12	6	8	26
Jack Brooks	13	0	10	23
Jack Leaning	8	5	4	17
Ben Coad	9	6	0	15
David Willey	2	3	10	15
Cheteshwar Pujara	6	8	0	14
Matthew Fisher	2	6	6	14
Kane Williamson	3	0	10	13
Azeem Rafiq	0	0	12	12
Adil Rashid	0	7	3	10
Liam Plunkett	0	3	5	8
Jordan Thompson	0	0	8	8
Andrew Hodd	3	3	0	6
Joe Root	3	1	1	5
Matthew Waite	4	0	0	4
Jeet Raval	4	0	0	4
Alex Lees	4	0	0	4
Jonny Bairstow	3	0	0	3
Josh Shaw	3	0	0	3
Josh Poysden	3	0	0	3
Karl Carver	1	2	0	3
James Wainman	0	3	0	3
Mathew Pillans	1	0	0	1
James Logan	1	0	0	1

### ENGLAND APPEARANCES

	Test	ODI	T20	Total
Adil Rashid	8	24	9	41
Joe Root	13	24	3	40
Jonathan Bairstow	11	22	4	37
David Willey	-	11	8	19
Liam Plunkett	-	12	6	18



# YORKSHIRE CRICKET FOUNDATION

## Community without Boundaries

2018 has been another fantastic year for The Yorkshire Cricket Foundation. Once again we have been able to engage with more people across Yorkshire's communities than ever before, using the brand of Yorkshire Cricket, to raise participation, improve education attainment, reduce health inequalities and teach our communities about Yorkshire Cricket's rich history and heritage.

During the last 12 months there have been a number of key achievements and exciting developments which include:-

- A new cohort of 25 students on to the first year of the Yorkshire Cricket College, taking total numbers to 46;
- A successful bid to the Lords Taverners to extend the Wicketz Programme to Hull. This represents our first, full time role in the East of the county;
- Creation, development and delivery of the Cric-Eat programme, a scheme to tackle holiday hunger in young people;
- Begin the process towards museum accreditation;
- Our archives and heritage offering continues to develop, including the England Captains wall outside the museum, and taking the museum around the county. The Women's World Cup was also displayed at various events;
- Creating an innovative programme called "Hits & Missus" designed to engage women and girls in cricket;

In addition to these project specific developments we have made significant strides with our communication and PR, ensuring we are able to proactively promote and inform everyone of the work of the Foundation.

Once again we have received incredible support from the Emerald Foundation who have been with us since the beginning. They have been

instrumental in getting us to where we are today as a charity and I would like to take this opportunity to thank them for all they do for The Yorkshire Cricket Foundation.

Yorkshire Cricket is going through an exciting period at the moment as we look ahead to an action packed 2019 with the World Cup and Ashes. These two major events provide us with a brilliant opportunity to increase our charitable impact. As always we work in close partnership with Yorkshire County Cricket Club, Pro Coach and The Yorkshire Cricket Board to ensure everyone has the opportunity to get involved in cricket. We are very grateful for all three organisations, support over the last 12 months, which, as always, was invaluable.

**WILL SAVILLE**

Head of Foundation

Yorkshire Cricket Foundation