



NOTICE OF AGM AND AGENDA

Dear Member,

The Annual General Meeting of Members will be held in the Emerald Suite, Emerald Stand, Emerald Headingley Cricket Ground on Saturday 21st March 2020 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 23rd March 2019. 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 2019. 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 re-elect as President, Mr Geoff Cope.
8. To announce the result of the elections to the Board for the following nominees:
 - a) Mr Roger Hutton - Mr Hutton offers himself for election, supported by the Board
 - b) Mr Mark Arthur - Mr Arthur retires by rotation and offers himself for re-election to the Board
 - c) Mrs Katherine Mathew - Mrs Mathew retires by rotation and offers herself for re-election to the Board
9. To consider a special resolution to amend the rules of the Club, in accordance with the documents circulated with the notice of the meeting.
10. To announce the result of the election to the Members' Committee.
11. To consider the election as Vice Presidents, Janet Bairstow and Mike Cowan.
12. To award a Presidents Medal.
13. During the year KPMG LLP resigned as auditor of the Club. Garbutt and Elliott Audit Limited were appointed to fill a casual vacancy, and a resolution is proposed to appoint them 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 2020 are laid.
14. 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 18th March 2020. Online votes must be completed by the same time.

CHAIRMAN'S REPORT

This is my last report to members and it has two contrasting headlines. On the field, Yorkshire had a somewhat unsatisfactory year, but on the financial front an outstandingly successful one, as a consequence of the staging of four World Cup matches and an Ashes Test.

Our cricket performance in the 2019 season was disappointing. We failed to advance beyond the group stages in both white ball competitions, and finished fifth in the Championship. The Championship season had started with high hopes and progressed satisfactorily until the September resumption at Taunton, at which point we stood fourth and still had an arithmetical chance of topping the table. Defeat at Taunton, followed by an even worse defeat by Kent at Emerald Headingley, put an end to our hopes and resulted in us finishing fifth in the Championship. Sadly, the Kent defeat remained uppermost in our minds as the season drew to its close, despite splendid innings by Tom Kohler-Cadmore and newcomer Tom Loten at Edgbaston in the rain affected drawn final game of the season.

The closed season has seen a thorough review of all aspects of our cricket resources and performance of which fuller details can be found in the Director of Cricket's report. I am confident that Martyn Moxon's and Andrew Gale's plans are sound and I believe that members can expect some competitive performances in the coming season. The additions of Keshav Maharaj and Ravichandran Ashwin will strengthen the bowling and Dawid Malan's arrival will make a difference to the top order. Nicholas Pooran will also return. Add in the established players and the developing youngsters, and there is every prospect of the coming season delivering a broad panoply of cricket entertainment and success.

Notwithstanding a somewhat qualified season for Yorkshire on the field, the year will be long remembered by all cricket followers as an exceptional one, rather as 1981 (the year of the Botham/Willis Ashes victory) is to this day. The final day of the Australia Test saw Ben Stokes' magnificent innings (not to mention Jack Leach's single run!) procuring the most improbable and tense of England wins to the delight of a full ground. I sat next to the Australian Chairman of Selectors throughout and our respective reactions to the Stokes' winning boundary were in sharp contrast! I hope I was as magnanimous in victory as he was gracious in defeat!

Four successful World Cup matches, with the ground full to capacity, were also efficiently delivered and thereby Emerald Headingley's reputation as a world-class international venue was enhanced. The completion of the new Emerald Stand on time and within budget, itself an outstanding achievement for our Operations team led by Sam Hinchliffe, made a huge contribution to this outcome and I pay tribute to all involved, including the main contractor, Caddick Construction and, not least, Leeds City Council whose leader, Judith Blake, supplied support and encouragement throughout, as well as the break-through which secured the funding.

The Emerald Stand has become the home of a new joint venture hospitality and events business with Leeds Rugby. Since the stand's completion it has hosted a large and varied number of events, many unconnected with cricket and rugby. For instance, more Christmas parties of outside commercial institutions were held at the ground than ever before by a considerable margin. Emerald Headingley's reputation as the entertainment venue of choice in the region has grown significantly during the year, and we are confident that the newly-established joint venture will make material contributions to the Club in the years ahead. I might add that Emerald Headingley constitutes an asset of abiding value to Leeds and to Yorkshire, and members should be proud of its major contribution to our region.

Off the field there were three notable developments. First the opening of the new Emerald Stand to which I have already referred. Second, the delivery of a £5M plus profit before tax, the largest by far in the Club's history; and third the repayment of £3.8M of debt, the result of which is apparent on the attached balance sheet. Full details of the Club's financial performance during the year are set out in the Finance Director's report. I should add that at the end of the

year agreement was reached with the Trustees of the Graves Trusts for the refinancing of the Club's debt for a further period of five years, and I extend to the Trustees the Club's profound appreciation of the support they have given to us over the past five years and for their willingness to continue that support. Without it we would not have been able to develop the ground as we have, nor to deliver an unsurpassed cricket experience to so many. Our thanks are due to our Director of Finance, Paul Hudson, for leading the refinancing negotiations on the Club's behalf and to his team for their consistent and timely delivery of accurate figures and reports throughout the year.

Despite this positive financial picture, there are some negatives ahead. In 2020 and 2024 Emerald Headingley will not stage a Test match, which means broadly that income in those years may be insufficient to sustain debt repayments. Prudent management of all aspects of the Club will therefore continue to be an imperative for the foreseeable future, with the eyes of all involved being focused on debt reduction.

Members will be aware of the progress made in Yorkshire by Women's and Girl's cricket under the direction of Jane Hildreth and I do ask all to peruse her attached report with great care. This is the first year in which the Club's Annual Report has included a report on the women's game, which reflects the fact that women's cricket is an integral part of the Club's affairs and one which is growing in importance. I encourage members to take every opportunity to watch a game in the coming season. They will not be disappointed.

The coming year will see the introduction of the new The Hundred competition, with men's and women's games being played over the same period. The Northern Superchargers men will play at Emerald Headingley and the women at York and South Northumberland. With the controversy behind us, I trust that all Yorkshire members will give this competition their support and thereby help it to be the success which the whole English game needs, notably red-ball cricket.

This report would be incomplete without a reference to the two other institutions, namely the Yorkshire Cricket Board (YCB) and the Yorkshire Cricket Foundation (YCF). Together with the Club, they constitute Yorkshire Cricket, a brand and an endeavour which crosses the county both geographically and in terms of the breadth of its offering. The YCB governs all recreational cricket and its responsibilities include that most crucial of activities, the development of talented young cricketers. YCF, now 10 years old, is the Club's charity. It is active in the fields of heritage (including the Club's museum), education, participation and health and well-being. Reports from both organisations are included in this Report.

The ECB has introduced new governance guidelines following an exercise in which board member Katherine Mathew played an influential part, for which our thanks are due. The result is some recommended changes to our Rules, with an explanatory memorandum, which I ask you to support. In passing, I mention that your Club introduced new corporate-style governance with new Rules in 2003, which created a balanced board containing executives and non-executives, novel in the cricket world at the time. This has worked well and it is gratifying to note that the game is now catching up!

In September it was announced, to the great pleasure of Yorkshire cricket followers, that a knighthood was to be conferred by Her Majesty the Queen on our former captain and opening batsman, Sir Geoffrey Boycott. At the end of the year, the awards in the New Year's Honours List of an MBE to England Captain, Joe Root, and a CBE to former Chairman, Colin Graves, were announced. I extend our warmest congratulations to them all for these well-deserved honours.

This is my last report to you as your Chairman as I plan to retire from the board on the conclusion of the AGM. I shall do so with mixed feelings. On the one hand, after 20 years on the board and two stints as Chairman, I am quite looking forward to a stress-free summer of cricket-watching! On the other hand, I have hugely enjoyed my involvement over the years with so



many excellent people, all committed to the endeavour of keeping Yorkshire in the forefront of English cricket, and I shall miss them all. I have derived great satisfaction from seeing the Club's progress over those years. Twenty years ago, the Club did not own Emerald Headingley and was in a financially precarious position. Today, the Club owns the ground and has redeveloped it to world-class standards. Emerald Headingley is now widely regarded as in the front rank of Test grounds. In addition, it has evolved a business model which will enable its outstanding debt to be repaid over the coming years. Most important of all, it has a team of employees, ably led by our Chief Executive, Mark Arthur, who are characterised by greater enthusiasm, energy and purpose than I have seen in any organisation with which I have been connected throughout my career. It has been a privilege and a pleasure to have played my small part alongside them and I extend my heartfelt thanks to them all.

Finally, my warmest appreciation and thanks are due to all our members. Notwithstanding some pretty strong headwinds at times and many

disappointments, you have stood firm in your support and I am truly grateful. I hope that you will be richly rewarded by success on the field in the coming years, coupled with a steadily improving financial position.

Robin Smith

Chairman
The Yorkshire County Cricket Club

CHIEF EXECUTIVE'S REPORT

We have just completed an amazing year in the history of Yorkshire Cricket. We have been journeying towards the potential of 2019 for quite some time, but it was absolutely essential that we delivered a positive financial outcome and we did.

It is special when a ground hosts an Ashes series for the first time in ten years, as well as an ODI, and four ICC World Cup matches. On top of that, halfway through the season, we opened the 4,400-seater Emerald Stand which houses the Emerald Suite, a unique facility in World Sport. I would like to commend the executive team, which is the best group of people that I have ever worked with, for delivering on the promise that 2019 would be an incredible year at Emerald Headingley.

I have stated, since I became your Chief Executive, that we would always put cricket first as a Club. We are all aware that we have been a transitioning Club on the field for a few years now. Despite that, our season started off reasonably well, only to trail off at the end of the year. With three county championship matches to play, we still had an outside chance of winning the title. If rain had not intervened with the Hampshire match at Emerald Headingley and the Warwickshire match at Edgbaston, the final Championship table might have looked different. The One Day Cup and the Vitality T20 Blast campaigns never really got going, so on the domestic front it was not one of our better seasons.

During the winter months, Martyn Moxon and Andrew Gale have put together a squad that should be competitive in all three competitions. We welcome Dawid Malan on a four-year contract, who will bring experience and international ability to our top order, and Ravi Ashwin, who will join us for Championship cricket once his IPL commitments have concluded. It is a larger squad than normal as we want to have plenty of cover for international call ups, the Hundred and of course the inevitable crop of injuries sustained during a busy season. There will certainly be healthy competition for places in the first team and match winning performances will be required in the second eleven in order to stake a claim. I wish Steve Patterson in the Championship and One Day Cup, and David Willey, our Captain for the T20 Vitality Blast, every success for the upcoming campaigns.

The Emerald Headingley Test of 2019 has to go down as one of the best Test matches ever staged, with Ben Stokes delivering mission impossible. For me, this was a perfect finale to a remarkable year for the Club, witnessed by millions of people around the world. In years to come, more people than our capacity will state that they were there! It can only have enhanced our reputation.

However, we do need to continually improve the facilities at Emerald Headingley in order to compete for hosting the best international

matches beyond 2024. The ECB have set up a new facilities fund for counties to apply for in order to make improvements to their grounds. Your Board will be looking to prioritise funding applications that both fit the criteria for the ECB funding policy and the needs of Yorkshire CCC. I hope to be able to update members at the AGM.

Our out grounds, Scarborough CC and York CC, both earned enormous praise for their staging of matches in 2019 and are the envy of other counties. Every county wants to play at Scarborough, and Scarborough has been rewarded with their first Roses match for nearly 30 years. Given a decent forecast, we are expecting bumper crowds. York CC, having hosted its first ever county championship match in 2019, they are hosting a 'Festival of Cricket' this season with two 50 over matches and two women's Hundred matches in an eleven-day period.

2020 sees the dawn of a new era for cricket with the introduction of The Hundred. We will be hosting the Northern Superchargers, both men and women, at Emerald Headingley and York. There will be some great cricketers participating which should provide wonderful entertainment for everyone.

We have a strong sense of community at Yorkshire and our charitable arm, the Yorkshire Cricket Foundation, has been recognised by winning two national awards: Best Volunteer Programme of the Year and Best Community Programme for the Inspirational Women's project at Bradford Park Avenue. The YCF now has twenty-two full time members of staff and hundreds of volunteers.

The success of the Club off the field in 2019 was truly a team effort. There are too many individuals to thank in this report but I would like to highlight the contributions of YCCC Board, Leeds City Council, Caddick Construction, HSBC, the Graves Family Trusts, Leeds Rugby, Sodexo, the YCB, The Emerald Group, The Emerald Foundation and Mazars. Mazars has been our Principal Partner for six years. They originally sponsored the Club in 2014 for a three-year term but extended for a further three years and have been part of our recent success on and off the field. We remain the best of friends.

I hope you are looking forward to the season as much as I am.

MARK ARTHUR

Chief Executive
The Yorkshire County Cricket Club

DIRECTOR OF CRICKET'S REPORT

County Championship

Although we finished one place lower in 2019 than the previous two years, we played a lot better cricket winning five games and drawing a further five. There were some disappointing results along the way, none more so than the game against Kent at Emerald Headingley. There were also some outstanding results, both individually and as a team.

We went into the final three games with an outside chance of winning the Championship, and a great chance of securing a top three spot. Defeats at Taunton and at home to Kent, along with bad weather at Edgbaston, left us with a feeling of disappointment. Finishing poorly left a negative feeling going into the winter, as opposed to the previous two years where we had finished strongly and I think that hid the fact that we actually played better cricket over the season.

Gary Ballance was once again the stand-out player in the Championship, scoring 975 runs. Will Fraine, in his first season for the Club, came into the team and started to make the opening spot his own before his season-ending injury. The hundred he scored against Surrey at Scarborough really highlighted his potential. There were also a number of other young players who gained more experience and, although there was still some inconsistency, they have shown what they are capable of at first team level.

Keshav Maharaj proved to be a hugely successful signing and he contributed to several victories. Not only did he take 38 wickets in five games, he also scored valuable runs batting at number eight which helped the balance of the side. Aside from the on-field performances, he was a great help off the pitch with the advice he gave to our own young spinners. He was the ideal overseas professional and consequently, we are delighted to be able to bring him back for the opening two County Championship games of 2020. Although his availability is limited, hopefully he can help us get off to a good start to the season.

As you will know, we have also secured the services of Ravi Ashwin for at least eight Championship games following the IPL. Ravi is a top international performer and is very willing to pass on his own knowledge and experience to our own players, which will be great for their development.

There will be up to four games without an overseas player, which will give our own players the opportunity to stake their claim. The signing of Keshav and Ravi are obviously short-term measures, but we need to look at who is going to bowl spin for us in the longer term. This period will help us to assess that conundrum.

We have talked over the last three years about a transitional period where we wanted to give our younger players opportunities, to learn more about their capabilities. I think we are now in a position to push on and really challenge for trophies again.

I believe we have shown our intent with the signings of Keshav and Ravi, but even more so in the acquisition of Dawid Malan. We are absolutely delighted to welcome Dawid. He is a player of high quality who can perform in all formats and will give us the experience we require going forward.

These acquisitions, along with the development of our own players over the last couple of years, gives us a strong squad on paper. As we all know, you don't win on paper and we still have to perform. Nevertheless, I think we can look forward to the season with excitement.

Limited-overs cricket

Our one-day results were largely disappointing last season, more so because we got ourselves into winning positions on a number of occasions but made mistakes at crucial times. The fact that we tied three games and lost a game by one run shows how different it could have been, but if we're being brutally honest, we generally played below our capabilities. The disruption of

losing Matthew Fisher, Adil Rashid and Josh Poysden impacted upon our plans, and the weather certainly didn't help with four no results.

We have spent a lot of time this winter continuing to work on individual skills, but also on decision making under pressure.

Again, I think we have shown our intent in the T20 by signing Nicholas Pooran for at least the first eleven games. He made a favourable impression in his short stay last season and we look forward to having him here for an extended period this season.

With the start of The Hundred, the 50-over competition will give opportunities to players who may not normally get a chance to play first eleven cricket. We will not be signing an overseas player for this competition and look forward to seeing how our players perform in what will be a highly competitive competition.

2nd XI, Academy and Under 17's

Generally, our younger players gained valuable experience in 2019 and showed a growing maturity in their performances.

The 2nd XI came third in the Championship but were only two points off the leaders. In white-ball cricket, winning the group in the 50-over competition along with a fifth-place finish in the T20 resembles a reasonable season.

The Academy side came seventh in the Yorkshire League North, which was a good result for a young side, and there were plenty of great individual performances. The Under 17's also performed well, and we were delighted to have a number of players pushing on for higher honours.

Three of our Academy players (Finlay Bean, Harry Duke and George Hill) have represented England at Under 19's level over the last year. Opening batsman Matthew Revis, at the age of just 17, made his First-Class debut against Kent and a host of Academy players earned a place in the

second team. As ever, consistency is key for them going forward.

Contract changes

The ECB and PCA have brought in a change to the types of contracts Counties are able to offer their players going forward. In the past, once a player has come off the Academy, we have used a Senior Academy and Junior Pro contract as stepping stones to achieving full professional status. Our only options now are to offer either a rookie contract or a triallist before we have to offer a player full professional terms. There have been some concerns raised by the Counties on the effect of these changes and, at the time of writing, discussions are still taking place with a view to tweaking the system to ensure that we give players the best chance of progressing within the game.

Thank you

First of all, I'd like to thank the ground staff at Emerald Headingley and around the County who have done a fantastic job in a year of increasing demands on pitches. Congratulations to the team at Emerald Headingley who earned an award and national recognition for their County Championship pitches.

As ever, I'd like to thank the Board, my support team and all of the staff at the Club for their support, but most of all to you, our supporters for whom we will hopefully give some great entertainment this season.

MARTYN MOXA
Director of Cricket
The Yorkshire County Cricket Club



PRESIDENT, BOARD MEMBERS, STAFF AND PLAYERS

PRESIDENT

Geoff Cope

BOARD MEMBERS

Chairman

Robin Smith

Chief Executive and Board Member

Mark Arthur*

Board Members

Martyn Moxon*
Stephen Willis
Katherine Mathew
Hanif Malik
Neil Hartley

Director of Finance / Club Secretary

Paul Hudson*

CRICKET STAFF

Director of Cricket

Martyn Moxon*

1st XI Coach

Andrew Gale

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

Ian Dews

Academy and U18 Head Coach

Richard Damms

Bowling Coach

Richard Pyrah

Batting Coach

Paul Grayson

Head of Athletic Performance

Ian Fisher

Professional Squad Strength and Conditioning Coach

Pete Sim

Head of Science and Medicine

Wayne Morton

Lead Physiotherapist

Kunwar Bansil

Physiotherapists

Chris Liversedge
Peter Miller

Cricket Operations Manager

Cecilia Allen

Lead Sports Psychologist

Mark Nesti

Academy Sports Psychologist

Phil Lee

Performance Analyst

Phil Dicks

Club Doctor

Dr Nigel Mayers

Dressing Room Attendant

Mick Cadmore

1st XI Scorer

John Potter

2nd XI Scorer

John Virr

1AcademyScorer

Andrew Hinchliffe

STAFF

HR Manager / PA to the Chief Executive and Board

Liz Neto*

HR and Admin Assistant

Elizabeth Ward

Group Financial Controller

Chris Thomson

Accounts Assistants

Vanessa Appleyard
Bisi Bamgboye
Jason Herridge

Head of Operations

Sam Hinchliffe

Operations Manager

Stephen Skillern

Operations Executive

Alex Kippax

Maintenance Manager

Bernard Grant

Maintenance Assistants

Guy Ndoukepo
Kathleen Cullen

Commercial Director

Andy Dawson*

Head of Sales

Simon Pixsley

Business Development Director

Maroof Khan

Hospitality and Events Manager

Sarah Shelton

Senior Sales Executive

Kayleigh Worthington

Sales Executive

Tom Webster

Commercial Operations Executive

Ellie England

Head of Marcomms & Customer Experinece

Treve Whitford

Media and Content Manager

James Coldman

Creative Manager

Adrian Mirfakhrai

Senior Marketing and Media Executive

Sam Gascoyne

Ticket Office Manager

Chris Parkinson

Retail Manager

Barbara Noble

Customer Operations Executives

Jade Clifton
George Butler
Joe Burke
Joe Postle

Head Groundsman

Andy Fogarty

Deputy Head Groundsman

Gareth Milthorpe

Groundstaff

Peter Taylor
Ben Weatherall
Vythutas Veikhlis
Tom Noble

Weetwood Groundsman

Richard Robinson

Bradford Park Avenue

Projects Manager

Paul Rowbotham

Groundsman & Facilities Officer

Nasa Hussain

YORKSHIRE CRICKET FOUNDATION

Head of Foundation

Will Saville

Health and Wellbeing Manager

Beth Cook

Heritage Manager

Paul Goodman

Education Manager

Nick Robinson

Participation Manager

Kendal James

HLF Project Manager

Chris Chatten

Active Families Officer

Matthew Dine

NCS Manager

Alex Hipkins

NCS Coordinator

Rachel Hildreth

Junior Graphic Designer

Ben Wickett

Development Officers

Nasa Hussain
Sohail Raz
Ben Fraser
Richard Robinson

PLAYERS

1st XI Capped Players

Jonathan Bairstow
Gary Ballance
Tim Bresnan
Ben Coad
Tom Kohler-Cadmore
Adam Lyth
Dawid Malan
Duanne Olivier
Steven Patterson (Captain)
Adil U Rashid
Joe E Root
David J Willey

1st XI Squad Players

Edward Barnes
Ben Birkhead
Harry Brook***
Matthew Fisher***
William Fraine***
George Hill
Dominic Leech
James Logan***
Tom Loten
Mathew Pillans***
Joshua Poysden***
Jack Shutt
Josh Sullivan
Jonathan Tattersall***
Jordan Thompson***
Matthew Waite***
Jared Warner***
James Wharton

ACADEMY PLAYERS

Academy

Finley Bean
Edward Booth
Harry Duke
Matthew Revis
Harry Sullivan
Sam Wisniewski

Scholarship Players

Will Luxton
James Mukherjee
Harrison Quarmby
Arjun Ramkumar

Emerging Player Programme

Yash Vagadia

*Key Management Personnel

** Non-Executive Board Member

***2nd XI Capped Player

DIRECTOR OF FINANCE'S REPORT

This has been an exceptional year financially, which has delivered a significant impact on our funding. Overall, we have generated an earnings before interest, tax, depreciation and amortisation of £6,451,000 (2018 - £515,000) in the financial year. These results are due in large part to two specific events that occurred during the year.

Firstly, the staging of four World Cup matches generated a one-off receipt of £1m that was distributed to all first-class counties, together with payments to stage the four matches of an additional £600,000. In addition, we received a small bonus on successful delivery. We were also able to sell a large volume of corporate hospitality for the matches and generated strong pouring rights income.

Secondly, the Ashes was undoubtedly the standout financial highlight of the year, generating £4.7m in ticket sales, bolstered by another £1.9m of corporate hospitality revenue and pouring rights income.

As I reported last year, the catering and pouring rights have now reverted to the Club. This has clearly been a key new income stream, which produced a revenue of £611,000 in this first complete year.

Operating costs have increased over the prior year, due to the new stand, and cost of operating the catering operation.

The new Emerald stand was brought into operation during the year, and we have started to make operating lease payments over the 40 year term. Following the 40 year term, the ownership of part of the stand will revert to the Club. The first year's payment is £607,000, of which this year's results include the period from 31 August 2019 when the charging arrangement started.

The balance sheet has continued to strengthen, as a result of the Ashes and the World Cup. You will recall that during 2018 we repaid £1.8m of debt, which has been followed up this year by a further £3.8m repayment. These are summarised in the table below:

	2019	2018	2-year total
	£'000	£'000	£'000
	-	500	500
HSBC bank loan	3,500	500	4,000
Graves family trusts	-	600	600
Investec floodlight loan	200	100	300
ECB floodlight loan	100	100	200
Various sundry other amounts	3,800	1,800	5,600

The ability to repay debt over the last two financial years has marked a long-awaited return to reducing the debt and hence interest burden that the Club has built up, with the purchasing of the ground, and development of facilities. Our loans, borrowings and overdrafts net of cash has now been reduced to £18,340,000, from its year end peak at 31 December 2016 of £24,636,000.

We have also seen a reduction in deferred income during the year and this is predominantly as a result of a change in make up of international cricket at Emerald Headingley Stadium in 2020 when compared to 2019.

We are now aware of the new funding structure of the game, from the ECB. We have incorporated this into our financial plans and have agreed a new term on our loans from the Colin Graves family trusts. This was planned, as discussed at last year's AGM and the term takes us through to 2024. During this period, the Club remains able to continue to operate in a normal year, at a broadly break-even level. This is after the funding of a significant interest cost. The ability to make further significant debt repayments remains dependant on major matches or other one-off events.

The 2020 year sees us without a test match, and as such will be a very difficult year. We plan to make no major loan repayments during the year, as we deliver two international T20's. Whilst these make a modest return, they are not of such a significant scale that debt repayments are envisaged.

In summary, from a financial perspective, this has been a significant year for the Club. We have made inroads into debt repayment and now have a platform from which we can move forward in a managed way.



PAUL HUDSON
Director of Finance
The Yorkshire County Cricket Club



RECENT FINANCIAL TRENDS

	2019	2018	2017	2016	2015
	£'000	£'000	£'000	£'000	£'000
Income:					
International ticket and hospitality revenue	10,484	2,498	2,686	2,399	2,441
Domestic ticket and hospitality revenue	1,095	999	932	1,005	836
Subscriptions	812	828	742	740	652
England and Wales Cricket Board	2,536	2,119	3,152	2,638	2,481
Commercial income	3,001	2,353	1,998	1,881	1,905
Other	68	118	150	131	50
Total Income	17,996	8,915	9,660	8,794	8,365
Cost of sales	(4,228)	(2,095)	(2,208)	(2,109)	(1,993)
Cricket expenses	(3,500)	(3,386)	(3,326)	(3,055)	(3,168)
Overheads	(3,817)	(2,920)	(2,982)	(2,554)	(2,610)
EBITDA	6,451	515	1,144	1,076	594
Interest	(680)	(797)	(805)	(794)	(639)
Depreciation and loss on disposal of a fixed asset	(590)	(556)	(513)	(465)	(435)
Capital grants release	253	190	188	186	177
Surplus / (deficit) before exceptional items	5,434	(648)	14	3	(302)
Exceptional items	-	-	(68)	-	781
Surplus / (deficit) before taxation	5,434	(648)	(54)	3	479
Loans, borrowing and overdrafts net of cash	18,340	20,636	22,942	24,636	24,055

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 Committee

The Nominations Committee is formally constituted with written terms of reference which are defined in the Club Rules and reviewed regularly. It is chaired by the Chairman and the other members of the committee are the President, Secretary and one Non Executive board member, currently Katherine Mathew.

Audit, Governance and Risk Committee

The Audit, Governance and Risk 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 Neil Hartley.

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 members of the committee are Robin Smith and Hanif Malik.

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.

Equality and Diversity Working Group

The Equality and Diversity Working Group meets four times per year to provide guidance and practical advice to all areas of Yorkshire Cricket, towards improving diversity and inclusion across the organisation. The Group is chaired by Hanif Malik and the Club is also represented by other Board Members Robin Smith, Mark Arthur and Martyn Moxon. Liz Neto as HR Manager and PA also represents the Club. The Yorkshire Cricket Board is represented by Andrew Watson and the Yorkshire Cricket Foundation is represented by Will Saville.

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 Board Member is appointed by the Board whose role is to serve as a sounding board for the Chairman and act as an intermediary for other board members. The position is currently held by Stephen Willis.

BOARD MEMBERS' RESPONSIBILITIES

The Board Members are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Co-operative and Community Benefit Society law requires the Board Members to prepare financial statements for each financial year. Under that law the Board Members have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under Co-operative

and Community Benefit Society law the Board Members must not approve the financial statements unless they are satisfied that they 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 these financial statements, the Board Members are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Club will continue in business.

The Board Members are responsible for keeping adequate accounting records that are sufficient to show and explain the Club's transactions and disclose with reasonable accuracy at any time the financial position of the Club and enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014. They are also responsible for safeguarding the assets of the Club and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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 they ought to have taken as a member to make themselves 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 2019

	NOTE	2019	2018
		£	£
Income:			
International ticket and hospitality revenue		10,483,782	2,498,366
Domestic ticket and hospitality revenue		1,095,209	999,030
Subscriptions		811,815	828,003
England and Wales Cricket Board		2,536,345	2,119,265
Commercial income		3,001,265	2,352,790
Other income		67,900	117,781
		17,996,316	8,915,235
Cost of Sales:			
International match and hospitality expenditure		3,362,414	1,264,173
Domestic match and hospitality costs (home fixtures)		561,569	586,517
Commercial costs		304,533	244,150
		(4,228,516)	(2,094,840)
Cricket Expenses:			
Staff remuneration and employment expenses		2,714,761	2,585,810
Match expenses (away fixtures)		227,138	225,638
Development expenses		415,522	443,700
Other cricket expenses		142,574	130,433
		(3,499,995)	(3,385,581)
Overheads			
Infrastructure and ground operations		1,514,962	1,191,570
Commercial		1,100,589	799,445
Administration		962,387	729,940
Ticket and membership office		238,949	198,701
		(3,816,887)	(2,919,656)
Earnings Before Interest, Tax, Depreciation and Amortisation		6,450,918	515,158
Interest		(680,183)	(797,485)
Depreciation and loss on disposal of a fixed asset	5	(590,049)	(555,648)
Release of capital grants	10	252,971	190,315
		(1,017,261)	(1,162,818)
Surplus / (Deficit) Before Taxation		5,433,657	(647,660)
Taxation	4,11	(1,031,832)	286,804
Surplus / (Deficit) After Taxation		4,401,825	(360,856)

BALANCE SHEET

as at 31 December 2019

	NOTE	2019	2019	2018	2018
		£	£	£	£
Assets Employed:					
Investments	14		50		50
Fixed assets	5		29,687,706		28,852,481
Current Assets:					
Stocks		132,212		104,211	
Debtors	6	1,357,568		2,826,391	
Cash at bank and in hand		319,778		1,817,901	
		1,809,558		4,748,503	
Creditors: Amounts Falling Due Within One Year	7	(5,707,027)		(12,997,845)	
Net Current Liabilities			(3,897,469)		(8,249,342)
Total Assets Less Current Liabilities			25,790,287		20,603,189
Funded By:					
Creditors: Amounts Falling Due After More Than One Year	8		19,411,006		18,766,152
Provision for liabilities	15		450,000		316,546
Deferred Income - Capital Grants	10		4,894,634		4,887,669
			24,755,640		23,970,367
Capital And Reserves					
Called up share capital	12		214		228
Capital redemption reserve			676		662
Income and expenditure account			1,033,757		(3,368,068)
			1,034,647		(3,367,178)
			25,790,287		20,603,189

These accounts were approved by the Board on 7th February 2020.

Robin Smith *Paul Hudson*

ROBIN SMITH, CHAIRMAN

PAUL HUDSON, CLUB SECRETARY



CASH FLOW STATEMENT

for the year ended 31 December 2019

	NOTE	2019	2018
		£	£
Cash Flows From Operating Activities			
Surplus / (Deficit) for the year		4,401,825	(360,856)
Adjustments for:			
Depreciation of tangible assets		586,510	555,648
Loss on disposal of tangible fixed asset		3,539	-
Loan interest payable		680,183	797,485
Capital grants released		(252,971)	(190,315)
Taxation		1,031,832	(286,804)
Decrease / (Increase) in trade and other debtors		570,445	(992,192)
(Increase) / Decrease in stocks		(28,001)	12,947
(Decrease) / Increase in creditors		(2,851,025)	4,180,098
Interest paid		(680,183)	(797,485)
Net Cash Inflow From Operating Activities		3,462,154	2,918,526
Cash Flows From Investing Activities			
Purchase of tangible fixed assets	5	(1,430,774)	(713,387)
Sale of tangible fixed assets		5,500	-
Capital grants received	10	259,936	100,000
Net Cash Outflow From Investing Activities		(1,165,338)	(613,387)
Cash Flows From Financing Activities			
Repayment of borrowings		(3,725,565)	(1,128,085)
Repayment of finance lease liabilities		(69,374)	(704,430)
Net Cash Outflow From Financing Activities		(3,794,939)	(1,832,515)
(Decrease) / Increase In Cash In The Period		(1,498,123)	472,624
Cash and cash equivalents at 1st January		1,817,901	1,345,277
Cash and cash equivalents at 31st December		319,778	1,817,901

STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2019

	Called Up Share Capital	Capital Redemption Reserve	Income and Expenditure Account	Total
	£	£	£	£
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)
Balance at 31st December 2018	228	662	(3,368,068)	(3,367,178)
Balance at 1st January 2019	228	662	(3,368,068)	(3,367,178)
Reduction in share capital for retiring members	(14)	14	-	-
Surplus for the year after taxation	-	-	4,401,825	4,401,825
Balance at 31st December 2019	214	676	1,033,757	1,034,647

NOTES TO THE ACCOUNTS

for the year ended 31 December 2019

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 Societies 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 Societies 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 Societies 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 Societies 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	10 - 50 years
Fixtures	4 years
Plant & Equipment	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 board members 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 the 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 £3.9m (2018 - £8.2m) and net assets of £1.0m (2018 - net liabilities of £3.4m) at 31 December 2019. These positions include deferred income of £3.2m, of which £0.9m is long term (2018 - £7.6m of which none was long term) which relates primarily to the advance ticket sales of the two IT20 games England will play against Australia and Pakistan in 2020 along with membership subscriptions for 2020.

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. The next financial year remains a difficult one for the Club with the lack of a Test Match, but with the introduction of The Hundred and the new County Partnership Agreement (CPA) with the ECB bringing an increased cash inflow from central ECB funding the Club still expect to be profitable during the year.

The new CPA, along with the allocation of international cricket matches to be played at Emerald Headingley Stadium have helped provide a degree of certainty over funding through to 2024 and this has been used as the basis for refinancing the debt with the Graves Family Trusts during 2019. This includes deferring capital repayments until the latter half of 2022 when the Club is expecting to go on sale with tickets for the next Ashes Test to be played at Emerald Headingley Stadium in 2023. This should help ensure that the Club remains broadly cash neutral during 2020.

This cash flow forecast also assumes the renewal of the Club's current overdraft facility of £0.35m (2018 - £0.5m), upon its annual expiry in May 2020, under the normal course of business, which has been the case since the facilities were last restructured in 2015. In the unlikely event that the facility is not renewed, mitigating actions would be taken to remain within the new facility.

Based on the indications above, the Board Members 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

	2019	2018
Staff Numbers And Costs		
The average number of persons employed by the Club (including board members) during the year, analysed by category, was as follows:		
Players (including Academy and Yorkshire Diamonds players)	45	43
Non-playing full time staff	50	51
Seasonal and casual staff	18	15
	113	109
The aggregate payroll costs of these persons were as follows:		
	£	£
Wages and salaries	3,819,423	3,549,883
Social security costs	402,502	375,773
Contribution to pension plans	260,535	263,951
	4,482,460	4,189,607

The total compensation of key management personnel (including Board Members), as defined in the staff list (page 7) in the year amounted to £856,983 (2018 - £654,025). Non executive Board Members receive no remuneration.

4. TAXATION

	2019	2018
	£	£
Surplus / (deficit) for the year after taxation	4,401,825	(360,856)
Total tax (expense) / credit	(1,031,832)	286,804
Surplus / (deficit) for the year before taxation	5,433,657	(647,660)
Tax at 19.00% (2018: 19.00%)	(1,032,395)	123,056
Expenses not deductible for taxation purposes	(6,983)	(950)
Reduction in tax rate on deferred tax balances	14,234	113,243
Fixed asset permanent differences	(8,936)	(73,069)
Non taxable income	61,287	98,536
Adjustments in respect of prior periods	(59,039)	25,988
Total tax (expense) / credit	(1,031,832)	286,804

The Club has utilised corporation tax losses brought forward in the year and therefore the tax charge represents movements in deferred tax only.

A reduction in the UK corporation tax rate from 19% to 17% (effective 1 April 2020) was substantively enacted on 6 September 2016. This will reduce the Club's future current tax charge accordingly, as such the deferred tax asset and liability as at 31 December 2019 has been calculated based on these rates.

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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
	£	£	£	£	£	£	£	£
Cost:								
At 1 January 2019	608,624	798,891	27,121,542	5,281,372	4,453,421	492,354	573,789	39,329,993
Additions	-	-	500,000	908,259	-	22,515	-	1,430,774
Disposals	-	-	(34,877)	(18,876)	-	(149,493)	-	(203,246)
Transfers	-	-	-	573,789	-	-	(573,789)	-
At 31 December 2019	608,624	798,891	27,586,665	6,744,544	4,453,421	365,376	-	40,557,521
Depreciation:								
At 1 January 2019	209,516	773,527	3,695,229	4,977,674	367,219	454,347	-	10,477,512
Charged in the year	17,914	4,774	316,401	177,517	42,523	27,382	-	586,510
Disposals	-	-	(34,877)	(9,837)	-	(149,493)	-	(194,207)
At 31 December 2019	227,430	778,301	3,976,753	5,145,354	409,742	332,236	-	10,869,815
Net Book Value:								
At 31 December 2019	381,194	20,590	23,609,912	1,599,190	4,043,679	33,140	-	29,687,706
At 31 December 2018	399,108	25,364	23,426,313	303,698	4,086,202	38,007	573,789	28,852,481

During 2017, the construction of the new shared stand with Leeds Rugby commenced, together with the constructions of the new Leeds Rugby South Stand. Work was completed in 2019 for the two projects, which is being financed by Legal and General Pension Limited. In addition, the two Clubs are funding certain fit out costs themselves. Upon completion of the fit out, amounts capitalised have been transferred from Assets in the Course of Construction to Plant and Equipment and depreciated over 10 years. The Club's total incurred cost on the fit out of the stand was £1.32m and is included within Plant and Equipment.

The costs are being directly incurred and capitalised by Legal and General Pensions Limited. The assets are then leased to Leeds City Council over a 42 year term. The cricket interest 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 Limited, company number 10747361. The Club's interest in Headingley North-South Stand Limited is disclosed in note 14.

In August 2019, the Club commenced to pay a license fee for the use of the stand, as set out in note 13.

6. DEBTORS

	2019	2018
	£	£
Trade debtors	731,662	1,284,504
Deferred tax asset (see note 11)	325,000	1,223,378
Other debtors	300,906	318,509
	1,357,568	2,826,391

7. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019	2018
	£	£
ECB floodlight loan (see note 8)	-	100,000
ECB Scarborough loan (see note 8)	40,000	-
CJ Graves Accumulation and Maintenance Trust Loan (see note 8)	-	1,750,000
J Graves Accumulation and Maintenance Trust Loan (see note 8)	-	1,750,000
Trade creditors	1,341,578	1,053,258
Finance leases (see note 13)	75,000	88,124
Social security and other taxes	293,216	350,293
Other creditors	134,633	65,761
Accruals	1,495,407	236,020
Deferred income	2,327,193	7,604,389
	5,707,027	12,997,845

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

	2019	2018
	£	£
HSBC Bank Loan (see below)	2,569,014	2,569,014
ECB Floodlight Loan (see below)	-	100,000
ECB Scarborough Cricket Club Loan (see below)	-	40,000
CJ Graves Accumulation and Maintenance Trust Loan (see below)	4,703,500	4,703,500
J Graves Accumulation and Maintenance Trust Loan (see below)	4,703,500	4,703,500
CJ Graves 1999 Settlement Trust Loan (see below)	5,500,000	5,500,000
Debentures	319,750	345,315
Deferred income	866,669	-
Finance leases (see note 13)	748,573	804,823
	19,411,006	18,766,152

Loans and borrowings maturity analysis:

In one year or less or on demand	115,000	3,688,124
In more than one year but not more than two years	2,644,014	15,122,000
In more than two years but not more than five years	15,451,750	2,794,014
In more than five years	448,573	850,138
	18,659,337	22,454,276

Loan descriptions

During 2017, the loan from HSBC Bank plc was renegotiated to extend the period over which capital repayments are made. A £500k repayment was made in October 2018 with the balance to be repaid in instalments during 2021. The loan still carries an interest rate charge of 2% above the Bank of England base rate. The Club has also given a First Legal Charge to HSBC Bank plc over the Cricket Centre known as 41/43 St Michaels Lane, Headingley, Leeds and a Third Legal Charge over the property known as Emerald Headingley Cricket Ground, St Michaels Lane, Leeds in respect of the bank loan and overdrafts. HSBC Bank plc also has a fixed and floating charge over all of the assets of the Club, subject to the Legal Charges referred to above.

CJ Graves Accumulation & Maintenance and J Graves Accumulation & Maintenance Trusts loans were renegotiated during the year to extend the period over which capital repayments are made. The loans currently stand at £4.7m each bearing an interest rate of 4.875% plus any rise in Bank of England base rate above 0.75%. Capital repayments of £1.75m per Trust were made in 2019 and further repayments are now due to be paid in 2022 and 2023 with the outstanding balance repaid by 31st October 2024. The two Trusts have been granted by the Club joint First Legal Charge over the property known as Emerald Headingley Cricket Ground, St Michaels Lane, Leeds and joint Second Legal Charge over the Cricket Centre known as 41/43 St Michaels Lane, Headingley, Leeds.

A further £5.5m of debt has also been incurred from the CJ Graves 1999 Settlement Trust and this was also renegotiated in 2019. This loan bears an interest rate of 0% while Mr CJ Graves is the Chair of the ECB before reverting to an interest rate of 4.875% plus any rise in Bank of England base rate above 0.75%. Capital repayment of this loan is due to begin in 2022 with further payments in 2023 before the outstanding balance is repaid on 31st October 2024. The Club has granted Second Legal Charge over the property known as Emerald Headingley Cricket Ground, St Michaels Lane, Leeds and Third Legal Charge over the property known as the Cricket Centre, known as 41/43 St Michaels Lane, Leeds.

An additional loan was made available by the ECB towards the cost of installing the floodlights at Headingley Cricket Ground. The total available loan is £700k of which all was drawn down in 2015. A balance of £200k was owing at the end of 2018 and this has been repaid during the year. 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 has also made available a £40k loan for capital improvements at Scarborough Cricket Club and this will be repaid in 2020 by way of a capital funding payment from the ECB. YCCC has lent this money to Scarborough Cricket Club to enable them to carry out the work on the same basis that the money has been borrowed. This debtor forms part of the Other Debtors line in note 6 and the transactions have created no cash inflow or outflow and no impact on the Income and Expenditure Account.

9. FINANCIAL INSTRUMENTS

	2019	2018
	£	£
Assets Measured At Cost Less Impairment		
Trade debtors	731,662	1,284,504
Other debtors	300,906	318,509
Cash at bank and in hand	319,778	1,817,901
Liabilities Measured At Amortised Cost		
Term loans	17,476,014	21,216,014
Debentures	319,750	345,315
Finance leases	823,573	892,947
Loan Commitments Measured At Cost Less Impairment		
Trade creditors	1,341,578	1,053,258
Social security and other taxes	293,216	350,293
Other creditors	134,633	65,761
Accruals	1,495,407	236,020

10. DEFERRED INCOME: CAPITAL GRANTS

	2019	2018
	£	£
At 1 January	4,887,669	4,977,984
Received in year	259,936	100,000
Released to Income and Expenditure Account	(252,971)	(190,315)
At 31 December	4,894,634	4,887,669

11. DEFERRED TAX ASSET

	2019	2018
	£	£
At 1 January	906,832	620,028
(Charge) / Credit to Income and Expenditure Account for the year (see note 4)	(1,031,832)	286,804
At 31 December	(125,000)	906,832
Included within debtors (see note 6)	325,000	1,223,378
Included within provisions for liabilities (see note 15)	(450,000)	(316,546)
	(125,000)	906,832
The elements of recognised deferred tax are as follows:		
Difference between accumulated depreciation and capital allowances	(450,000)	(317,211)
Tax losses	325,000	1,223,377
Short term timing differences	-	666
	(125,000)	906,832

12. SHARE CAPITAL

	2019	2018
	£	£
Allotted, called up and fully paid Ordinary shares of 5p each	214	228

During the year there was a reduction in qualifying members of 271. The total number of qualifying members as at 31 December 2019 was 4,286 (2018: 4,557). 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:

	2019 Minimum Lease Payment	2018 Minimum Lease Payment
	£	£
In one year or less	75,000	88,124
Between two and five years	300,000	300,000
More than five years	448,573	504,823
	823,573	892,947

The club currently has one finance lease which is with Leeds Beckett University relating to the Carnegie Pavilion. This lease is for 125 years, with lease payments being made for 20 years until 2030 after which a peppercorn rate is due.

Non-cancellable operating lease rentals are payable as follows:

	2019 Minimum Lease Payment	2018 Minimum Lease Payment
	£	£
In one year or less	456,240	230,192
Between two and five years	1,298	397,708
	457,538	627,900

Operating lease payments amounting to £232,303 (2018 - £37,199) were recognised as an expense in the Income and Expenditure. In August 2019 the Club began to pay a license fee for use of the redeveloped North-South Stand and incurred a cost of £195,329 to December 2019. The license is to be renewed annually at the discretion of the Club.

14. INVESTMENTS

	2019	2018
	£	£
Cost: At 1 January and 31 December	50	50

The Club holds 50% of the ordinary share capital of Headingley North-South Stand Limited (HNSS), 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. PROVISION FOR LIABILITIES

	2019	2018
	£	£
Deferred tax (see note 11)	450,000	316,546

16. 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 and Trustees of the YCF. During 2019, the YCF awarded non capital grants of £15,962 (2018 - £29,533) to the Club. The balance owed to the Club at 31 December 2019 was £59 (2018 - £9,914) and this forms part of the trade debtors balance at the year end.

Mark Arthur was also Board Member and Director of the Yorkshire Cricket Board (YCB). During 2019, the Club invoiced sales to the YCB of £92,056 (2018 - £99,526). All invoices have been either settled in cash or form part of the trade debtors balance at the year end. The balance owed at 31 December 2019 was £2,720 (2018 - £8,805). The Club has also received invoices from the YCB of £32,745 (2018 - £nil). All invoices have been either settled in cash or form part of the trade creditors balance at the year end. The amount owed at 31 December 2019 was £9,476 (2018 - £nil).

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 Andrew Dawson acted as Board Members of PABL and employees of the Club. During 2019 the Club invoiced sales to PABL of £1,016 (2018 - £nil) for goods or services. These invoices are included in the trade debtors balance at 31 December 2019.

The Club invested £50 by way of paid up share capital in Headingley North-South Limited (HNSS) (see note 14). Mark Arthur, Paul Hudson and Andrew Dawson all acted as directors of this company alongside their roles with the Club. Invoices totalling of £1,461,039 (2018 - £688,547) were received by the Club from HNSS in 2019 and were all settled in cash during the year leaving no balance owing at 31 December 2019 (2018 - £338,416).

Headingley North-South Stand (Cricket) Limited (HNSS Cricket) is a wholly owned subsidiary of HNSS. During the year the Club received invoices totalling costs of £259,395 (2018 - £nil) from HNSS Cricket and all were settled in cash during the year.

Robin Smith was a Non-executive Director of the Bartlett Group (Holdings) Limited. Costs of £3,006 (2018 - £3,006) were incurred by the Club from one of its subsidiaries and were settled in cash during the year.

17. PENSIONS

The Club operates defined contribution pension schemes for the benefit of certain employees. The employee and employer contributions during the year were £347,292 (2018 - £356,810). The assets of these schemes are administered in funds independent from those of the Club and of this £57,256 was unpaid at the end of the year (2018 - £3,915).

18. AUDIT FEE

The Club paid its auditor £17,500 (2018 - £20,000) in respect of the audit of these Financial Statements.

INDEPENDENT AUDITOR'S REPORT

OPINION

We have audited the financial statements of Yorkshire County Cricket Limited (the 'Club') for the year ended 31 December 2019 which comprise the Income And Expenditure Account, the Balance Sheet, Cash Flow Statement, Statement of Changes in Equity and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Club's affairs as at 31 December 2019 and of its income and expenditure for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance 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 under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Club in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



CONCLUSIONS RELATING TO GOING CONCERN

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the board members' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the board members have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Club's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

OTHER INFORMATION

The other information which comprises the Chairman's Report, Chief Executive's 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 2019, Yorkshire Cricket Foundation Manager's Report, Yorkshire Diamonds report, Yorkshire Cricket Board executive Directors report and Notice of AGM and Agenda. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the Club and its environment obtained in the course of the audit, we have not identified material misstatements in the board members' reports.

We have nothing to report in respect of the following matters where the Co-operative and Community Benefit Societies Act 2014 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

RESPONSIBILITIES OF THE BOARD

As explained more fully in the board members' responsibilities statement, the board members are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the board members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the board members are responsible for 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 the board members either intend to liquidate the Club or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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 an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

USE OF OUR REPORT

This report is made solely to the Club's members, as a body, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Club's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Club and the Club's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Chris Butt (Senior Statutory Auditor)
for and on behalf of Garbutt & Elliott Audit Limited
Chartered Accountants

Statutory Auditor
33 Park Place
Leeds
LS1 2RY
7th February 2020

AGM MINUTES

THE ANNUAL GENERAL MEETING OF THE YORKSHIRE COUNTY CRICKET CLUB HELD ON SATURDAY 23 MARCH 2019, AT EMERALD HEADINGLEY CRICKET GROUND

PRESENT:

Robin Smith (Chairman)
Mark Arthur
Martyn Moxon
Paul Hudson (Club Secretary)
Board Members and 421 members

Welcome

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

1. To receive apologies for absence as follows:

Jason McCullough, Samuel A Smith, R Scott Elliot, Rev Dr David R Peel, Michael Burton, David W Hirst, David S Hall, Bryan Stott, Graeme Greenfield, Roger Statham, Wendy Statham, David Whittingham, Peter Cussons, John Ellison, Bill Mustoe, John Morris, Ram Mylevaganam.

The Chairman reported that 35 members had died during the year and this was marked by a minute's silence. Those who had died were:

Mr Peter Elliott, Mr Richard Jenkins, Mr Martin Aldred, Mr Mike Davenport, Mr Henry Prosser, Mr Malcolm Reeve, Miss Joan Fort, Mr John Brudenell, Mr James Greenan, Mr Peter Townend (VP), Mr Graham Edwards, Dr W Williamson, Mr Steven Whiteley, Mr Ross Pullan, Mr David Harrison, Mr Alan Plowright, Dr Roger Parker, Mr David Tyreman, Mr James Illingworth, Mrs Susan Jones, Mr Stephen Hedley, Mr John Peat, Mrs Jennifer Bowes, Mr Michael Malley, Mr Tony Cunningham, Miss Stephanie Stockwell, Mr Gerald Jepson, Mr David Riley, Miss Freda Lucas, Mr Gerald Sanderson, Mrs Judith Preston Anderson, Mr Keith Handley, Mr Barry Barnes, Mr John Holliday, Mr James Dodman.

2. Minutes of the AGM held on Saturday 24 March 2018

The minutes were approved as a correct record subject to the addition of Pauline Beesley's name. Gary Ballance, Josh Shaw, Tom Kohler-Cadmore, Matthew Waite, Tim Bresnan, Andrew Hodd, Ian Dews and Andrew Gale were in attendance.

3. To receive a report from the Chairman

The Chairman said he wanted publicly to record the heartfelt thanks of the Board and all members of the Club to Dr Keith Howard who was a generous benefactor of Yorkshire cricket and to thank him in particular for the Yorkshire Cricket Museum and Emerald Stand. The meeting loudly applauded Dr Howard for his generosity and noted all the good work which had resulted and continued to result from him.

The Chairman also paid tribute to Judith Blake and Leeds City Council for their assistance in getting the Emerald Stand built.

Thanks were due to Steve Denison who had undertaken an enormous amount of work on the financing side to enable the venture to be viable.

The Emerald Stand was a fine piece of architecture and would enable the Club to compete in the events and hospitality marketplace at a much higher level.

ECB – the Club would now be operating under a new County Partnership Agreement (CPA) with the ECB which would underpin the Club's business model.

The ECB income for the period to 2024 was contracted for as to 90%.

The Chairman referred to the reports from the Yorkshire Cricket Foundation (YCF) and the Yorkshire Cricket Board (YCB).

The work of these two organisations showed the breadth and depth of the initiatives in grass roots cricket.

The Yorkshire Cricket College was a YCF initiative which operated under the leadership of Nick Robinson, Education Manager, and Will Saville.

The College was in its second year and had 46 students all studying for their BTEC qualification. The students had just returned from a pre-season tour in South Africa.

The Chairman paid tribute to the Yorkshire Cricket Board which had through the All Stars programme got 6,000 Yorkshire children with their parents involved in cricket.

There was also the Chance to Shine programme which focussed on introducing cricket to state schools.

The Pathways to Excellence programme encouraged young children to play cricket, Joe Root and Andrew Gale had come through the pathways scheme. These schemes were vital to the Yorkshire County Cricket Club and England.

There were more than 800 cricketers in the pathways scheme, 5 years ago there were 320. The number of cricketers with ability had more than doubled.

The Chairman extended a warm welcome to the new Batting Coach, Paul Grayson, and to cricketer Duanne Olivier. The team was in the process of being reshaped but their ambition was undiminished.

There had been a reduction in the Club's debt. £1.8m of borrowings had been repaid and this year a further £3.8m is scheduled to be repaid. There had been a number of sceptics, but we had been on this road for some time and albeit things had seemed bleak at times, in the end the plan conceived years ago was being delivered.

The new 100 game was nothing directly to do with the Club.

It is innovative and would have 100 balls with 10 overs. It had been voted for by 17 out of the 18 counties.

The ECB were looking for a new audience. The Chairman said he had started out as a sceptic but had ended up a supporter.

The media rights had been sold and the Club would be a beneficiary. This was a significant feature in the finances.

Corporate Governance – The Chairman said members should be aware of the general principles regarding corporate governance, the details of which were on page 10. The Club's governance model was that of a listed plc. The Chairman ran the Board, the CEO ran the business and there were various committees.

Diversity Working Group – The Club was a quasi-public institution. The Chairman reported that the Club were reviewing the Rules and revised rules would be put before the next AGM. The ECB were to bring in corporate governance guidelines.

The Chairman paid tribute to the Club staff, adding that he had always enjoyed working alongside the Club's staff.

A critical discussion took place regarding the new 100 competition.

4. To receive and approve the Accounts, together with the Independent Auditor's Report thereon, for the year ended 31 December 2018.

Paul Hudson, the Club's Finance Director and Secretary, presented his report and the Club's financial statements for the year ended 31 December 2018.

In 2018 building the Emerald Stand meant that capacity was restricted. The ground had been a building site for a year and a half, necessitating constant cleaning and stewarding it on match days.

This was the first year that the Club had had a full year of naming rights income.

He said the refinancing in December 2015 had given the Club necessary flexibility. Steve Denison had played a part in that process for which the Club was very grateful.

The final payment on the floodlights debt had been made.

The Finance Director said the non-executive board members did not receive remuneration and did not claim expenses, and the Club extended a thank you to them for the work they had undertaken and continued to undertake.

The finances of the game had been shifting away from reliance on membership income, but Yorkshire remained a members' club.

Mr Hudson was congratulated on his presentation to the members.

There were 497 votes in favour of adopting the Report and Accounts for the year ended 31 December 2018 and 11 against, a majority of 97.8%. A show of hands in the room confirmed the adoption of the Report and Accounts for the year ended 31 December 2018.

5. To receive a report from the Chief Executive

Mark Arthur played a short video to the meeting, which showed some of the highs and lows of the last season.

He said this had been created inhouse by James Coldman and the commentary written by Ian McMillan and had been viewed by over 205,000 people on Twitter, Youtube and Facebook. 4.7m users visited our website in 2018.

Mr Arthur said a void had been created when Steve Denison resigned, and the Board were grateful to Robin Smith for stepping in.

He said that 2 years ago he had presented a candid outlook to members. The Club had been nowhere near to achieving financial support for the Emerald Stand, the consequence of which would have been no World Cup and no hosting the Ashes in 2019. Fortunately, one man was listening, namely Dr Keith Howard, a man of great integrity. The Club was then able to engage with Leeds City Council and Legal and General to put a package together of £43m. A part of this agreement had been to bring forward the ownership of the pouring rights by two years.

The Club were scheduled to pay back debt of £3.8m this year.

The new Emerald Stand returned YCCC to the top table. Paul Caddick's company had brought the building in on time and on budget. Mike Masterson, of DLA Architects, gave what the Club wanted and thanks were also due to Sam Hinchliffe who had managed the operation. The Club would take possession of the Emerald Stand on 19 May and members would have the opportunity to explore it on Saturday 13 July.

The Emerald Stand would enhance activities on cricket days and there was a new joint venture company called Headingley North-South Stand Limited which would market the facilities in and beyond cricket.

Andy Dawson had passed over various aspects of his job to Simon Pixsley and Treve Whitford.

The Chairman reported that Mark Arthur had been on the ECB's CPA working group which would deliver new commercial and operational arrangements for the years 2020 to 2024 for county clubs, county boards and charitable foundations.

The Club had been operating as "Yorkshire Cricket" for four years and this umbrella included YCCC, YCF, YCB, Pro Coach and Park Avenue, Bradford

This had enabled us to drive down costs.

There were grants available to improve facilities and the Club had two projects which we wanted to take forward. One was moving the broadcast compound from Car park A to Car park F utilising the cage for the broadcast compound, then utilising Car park A for a Headingley Village. The other project was to enlarge the players' dressing room. International teams were travelling with more support personnel than ever and space was becoming a problem.

He emphasised that these projects would only go ahead if money was provided by the ECB.

Improvements to the Long Room were not currently possible, but this would be a priority in 2020.

The Club supported elite cricket development. Jim Love had responsibility for this and he worked closely with the Club's coaches. Only those who were dedicated would make it to the top.

Last year players had been released to allow graduates of the Academy to come through. The 1st XI squad was made up of 25 players and the coaches now looked forward to the Academy Graduates staking a claim for a place.

The Club would be hosting four ICC World Cup matches in 2019.

A Championship match had gone to York for the first time in 129

years. York had responded well and erected a temporary stand. The car park had 700 spaces each day.

Sheffield Abbeydale had after an inspection by the ECB, been deemed not suitable for a Championship game.

Scarborough would host matches against Surrey and Nottinghamshire in 2019. The Festival match against Nottinghamshire would be immediately followed by the Ashes.

From 2020 to 2024 the Club could take two 50 over games to Scarborough and two four-days games, as these would be played at the same time as the 100 game. The Club would host four 100 matches from 2020.

Players' salaries in the 100 ranged from £30K to £125K for the 5-week period. Test players would be allocated to each team for the first few matches only and would then return to Test cricket.

YCCC would be compensated for the loss of services from their employees for the duration of the competition.

MA and Tim Bostock were initial Board directors and the 3rd person was Martyn Moxon.

We were partnered with Durham, but Lancashire were not partnered with anyone.

Each team would play each other once and then play their nearest rival home and away.

The object was to get more people interested in cricket.

Women's 100 - they would play 7 games in smaller grounds and maybe one double header at host grounds.

Increased money was going into the women's game and YCCC was hoping to host games. Dani Hazell, a newly retired England player and Level 3 Coach was the new Diamonds Coach.

The Club would have T20 warm up games in Doncaster, Harrogate and at Bradford and Bingley Cricket Club. This was designed to keep YCCC in touch with clubs.

The YCF was celebrating its 10 anniversary and was aiming to increase awareness of what it is they do.

A YCF donation form had been attached to the Annual Report so that people can contribute each year. The YCF were now starting to attract donations and funding from new funders. It's areas of focus were health and wellbeing, heritage, participation and education.

The Yorkshire Cricket College provided opportunities to young people to learn and train. There were currently 46 students.

Members' Committee - this committee met six times a year and was attended by Robin Smith, Mark Arthur and Andy Dawson.

Membership has grown in the last five years. He encouraged the members to introduce a friend or relative to the membership.

Non-exec board members wthroughout the last year were Robin Smith, Stephen Willis, Hanif Malik and Katherine Mathew.

The Chief Executive thanked Richard Hutton, the outgoing President and his wife Charmaine for their outstanding work for the Club. He

also thanked The Emerald Group, Mazars, Leeds Beckett University, Puma, Shire Beds, Skipton Building Society, Sky Bet, Sodexo, Tetleys and Welcome to Yorkshire for all their support.

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

Martyn Moxon played a short video which had been made by Pete Sim, Strength and Conditioning Coach. It showed what work had been undertaken during November to February.

He said the Club had had some challenges last year when returning from the pre-season tour, with the "Beast from the East" weather which had resulted in a frustrating start to the season.

He said he was optimistic but there were still some areas that needed improvement. Strike rates in batting were not good; bowling at the death was not as good as it should be in 1-day cricket.

It had been planned to have Billy Stanlake and Adil Rashid for T20, but these matters were out of the Club's control.

He said he accepted there were disappointing performances and Scarborough had not been the team's proudest couple of days but performances in the last 4 games under pressure had been good.

There had been good performances by the 2nd XI and the Academy. He said he had watched the Academy at Weetwood early in the season when they had been out-played. Credit was due to Richard Damms and Ian Dews for growing the team because by the end of the season they were more than holding their own.

The Under 17 team went on to win the 3-day County Championship and gave lots of hope for the future.

The professional squad had good potential and there was a good mix of players. The environment was healthy and there was clear commitment from the players who wanted to do well. The challenge was now to win, to give opportunities to young players and to identify the ones who would go on to be successful.

Duanne Olivier was a proven wicket taker at the highest level. He had been picked for South Africa and had been under pressure to stay. His commitment to Yorkshire showed his desire to play county cricket. He had invested much in taking the decision he had.

He said the Club needed to manage the seamers and their workloads. There were positions open in the 1st XI for those who wanted to take them.

He thanked the ground staff around the county for the huge amount of work undertaken to produce the pitches. He thanked the Board, Club staff and the members for their support.

A discussion and question and answer session followed. In response Martyn Moxon said a full report had gone to Abbeydale and it was hoped that we would at some point take cricket to Sheffield. The pitch and changing rooms needed to be upgraded.

There would be activity in Barnsley and Doncaster during the summer.

He said the Club had got a young inexperienced coach in Andrew Gale, but he was a coach for the future. Coaching was different from being a player and there were challenges, but with practice and time spent



on improving players, and investing in players, it was about building on that potential. Paul Grayson's experience would be invaluable to Andrew Gale over the next two years.

The 100 would provide great opportunities to test younger players.

He was asked why Tom Kohler-Cadmore had received his first team cap in front of players and not members? He said players now had their cap number on their kit and TKC was getting this for pre-season in South Africa. Under the circumstances it was decided to give him his cap in front of the players and then again at the opening lunch.

With regard to the 100 competition the ground would be licensed out, it was explained that this was like an international. The Club was negotiating a ticket discount for members.

The Club was asked about streaming games live and Mr Moxon said all counties were keen to do this if Sky agreed. However, there were financial implications as it would need two cameras and two commentators. Surrey had covered the cost of the game that had been streamed.

7. To elect as President, Mr Geoff Cope

Following a recommendation from the Nominations Committee, the Board had recommended Geoff Cope as President of the Club for the coming year.

There were 913 votes in favour of Mr Geoff Cope being elected as President and 12 votes against giving a total of 98.7% in favour of the resolution. The Chairman declared Mr Cope duly elected.

Geoff Cope thanked the outgoing President and his wife Charmaine for all their hard work and support over the preceding two years.

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

a) Mr Neil Hartley

There were 1,081 votes in favour of Mr Neil Hartley's election to the Board and 17 votes against, giving a total of 98.5% in favour of the resolution.

b) Mr Robin Smith

There were 1,050 votes in favour of Mr Robin Smith's re-election to the Board and 35 against, giving a total of 96.8% in favour of the resolution.

c) Mr Stephen Willis

There were 1,043 votes in favour of Mr Willis' re-election to the Board and 32 against, giving a total of 97.1% in favour of the resolution.

The Chairman declared Mr Neil Hartley duly elected to the Board and Mr Robin Smith and Mr Stephen Willis duly re-elected for a further term.

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

Mr John Morris

There were 943 votes in favour of Mr John Morris being elected to the Members' Committee and 76 against, giving a total of 95.2% in favour

of the resolution.

The Chairman declared Mr Morris duly elected to the Members' Committee.

Mr Ralph Middlesbrook reported that Mr Morris had been unable to attend the AGM as he was in hospital. The Chairman asked Mr Middlebrook to pass on the meeting's best wishes for a speedy recovery.

10. To appoint as an Honorary Life Members, Mr Richard Hutton

Mr Richard Hutton was the retiring President.

There were 771 votes in favour of Mr Richard Hutton's appointment as an Honorary Life Member and 33 against, giving a total of 95.9% in favour of the resolution.

The Chairman declared Mr Hutton duly appointed an Honorary Life Member of the Club.

11. To appoint KPMG LLP as auditor of the Club until the conclusion of the next Annual General Meeting of the Club at which the accounts for the year ended 31 December 2019 are laid

There were 876 votes in favour of KPMG LLP being appointed as auditors of the Club until the conclusion of the next Annual General Meeting and 44 votes against, giving a total of 95.2% in favour of KPMG LLP's appointment.

12. Any other business

The Chairman confirmed that the auditors' appointment was reviewed from time to time. Reviews took place on the advice of the Audit, Governance and Risk Committee.

Ken Shaw raised the matter of disabled parking. The Chairman said this would be dealt with outside the meeting.

The question was asked about which England players would be available to play for YCCC. Martyn Moxon said Jonny Bairstow was playing in the IPL. It was believed that Joe Root would be available for two county games. Realistically it was not envisaged that we would see too much of the England players this season.

The Chairman paid tribute to the press, in particular Chris Waters and David Warner.

He said Year Books were available for purchase. David Warner had edited this book for 11 years and deserved the thanks of all members for the coming season.

The Chairman gave his best wishes to the team and thanked members for their attendance. There being no further business he declared the meeting closed.

Chairman

MEMBERS' COMMITTEE REPORT

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

Chairman:	Mr G Greenfield
Elected Members:	Mrs C Evers Mr H Ray Mrs P Beesley Mr J Morris
Appointed Members:	Mr G Greenfield Mr C Woodthorpe Mr A Kilburn Mr R Levin
In Attendance:	Mr R Smith, Chairman Mr M Arthur, Chief Executive Mr A Dawson, Commercial Director

The year started on a sad note for the Members' Committee. John Morris, who had been elected to the committee at the 2019 AGM, sadly passed away before taking up his position.

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.

There has been an excellent relationship between the members of the committee and the board members who attend the meetings.

Many of the suggestions made at meetings have been actioned during recent years. During the season there have also been a number of events directed at greater member involvement, in addition to the 3 full Forum meetings at Headingley.

The opening event was "meet the players" after the close of play. Unfortunately the weather disrupted the event but the hardy members that stayed enjoyed spending time with the players.

It was great to see the Emerald Stand completed and open for business during the season. A large number of members took up the opportunity to tour the facilities and the stand has proved a popular viewing spot for many - including me!

A further innovation was the presentation of the members' Player of the Season taking place in the Long Room. The presentation was open to all members and I hope continues for many years.

The committee have continued to challenge the club on the team performance in both red and white ball cricket and are united in our strength of feeling about some of the facilities at Scarborough. The County Championship game at York was eagerly anticipated and those attending were not disappointed. We look forward to returning to York in August and who can fail to be excited by the prospects of a Roses match at Scarborough.

I would encourage all members to attend the Forum meetings in 2020. It is your opportunity to ask questions of the board members and YCCC staff who attend. Items discussed at the forums and subsequent feedback has resulted in positive action taken for the benefit of the members.

The club has committed to the refurbishment of the Long Room and a review of the catering options. We hope this will result in an improved experience next season.

There is no need to wait until a Forum to share your comments and views as committee members are happy to speak to you throughout the season. Alternatively please send us an email at 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 great contribution to Membership Committee meetings this year.

I would like to offer special thanks to Andrew Kilburn who is stepping down as an appointed member. Andrew has made a valuable contribution to the committee over a number of years and will be missed.

Once again 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 at Emerald Headingley



GRAEME GREENFIELD
Chairman
Members' Committee



BOARD ATTENDANCE FOR 2019

Name	Possible	Actual
Elected:		
Robin Smith	6	6
Mark Arthur	6	5
Martyn Moxon	6	5
Stephen Willis	6	4
Katherine Mathew	6	6
Hanif Malik	6	5
Neil Hartley	5	5

PLAYER APPEARANCES 2019

YORKSHIRE COUNTY CRICKET CLUB APPEARANCES

	SSCC	RL1DC	T20	Total
Tom Kohler-Cadmore	14	8	10	32
Adam Lyth	14	7	10	31
Jonathan Tattersall	14	7	8	29
Gary Ballance	14	7	5	26
Harry Brook	10	8	7	25
Duanne Olivier	13	5	5	23
Steven Patterson	14	6	1	21
David Willey	5	4	10	19
Jack Leaning	8	5	5	18
Tim Bresnan	4	6	8	18
William Fraine	8	1	4	13
Jordan Thompson	2	1	9	12
Mathew Pillans	-	7	5	12
Ben Coad	11	-	-	11
Dominic Bess	4	-	6	10
Keshav Maharaj	5	-	5	10
Josh Poysden	-	8	1	9
Jack Shutt	-	-	7	7
Matthew Fisher	4	-	1	5
Matthew Waite	2	2	-	4
Adil Rashid	-	3	-	3
Nicholas Pooran	-	-	3	3
Joe Root	2	-	-	2
Tom Loten	1	1	-	2
Ajaz Patel	2	-	-	2
James Logan	1	-	-	1
Josh Shaw	1	-	-	1
Matthew Revis	1	-	-	1
Ben Birkhead	-	1	-	1
Jared Warner	-	1	-	1

ENGLAND APPEARANCES

	Test	ODI	T20	Total
Joe Root	12	22	4	38
Jonathan Bairstow	10	20	7	37
Adil Rashid	1	21	7	29
David Willey	-	4	4	8

YORKSHIRE CRICKET FOUNDATION

2019 has been an incredible year for cricket. Emerald Headingley hosted and witnessed one of the greatest ever test matches and one which will live long in the memory. It has also been a brilliant year for us at the Foundation.

We have been able to engage more people than ever before and the raised interest in the game has really benefited our community work and impact. The profile of the Foundation has significantly risen with our work appearing on TV, radio and in print.

Our projects continue to develop and reach wider audiences. Particularly pleasing has been the development of our education programmes and the Yorkshire Cricket College in particular. Our recent review from our education partner, SCL rated us their top college nationally out of 72 colleges.

Looking to the future we have some really exciting new projects starting. We have recently been awarded a National Citizens Service government contract that will see us work with 210 young people in year one and then growing further over the next few years. We were also recently awarded a National Lottery Heritage Grant to work closely with clubs, schools and community groups, using cricket heritage to really benefit the local communities they serve. Added to these new programmes, we are working on our new strategy, the YCF Game Plan 2020 – 2024, which will outline our priorities and plans over the next few years, aiming to maximise our impact in our communities.

Working closely with the rest of Yorkshire Cricket, we hope to see major progress in engaging new audiences and communities across the county. All of this work would not be possible without the fantastic support we receive from Emerald Foundation who have been with us on this journey from the beginning.

Highlights

- Active Families Bradford – 40 Families, 130 individuals engaged
- Yorkies – 1,148 voluntary hours in 2019
- Over 1,200 kg of would-be wasted food donated to Wicketz participants this summer
- Enjoy Cricket – 3,112 young people took part
- Stanley Matthews – 760 voluntary coaching hours given in schools, after school clubs and community events leading up to the Cricket World Cup 2019
- 110 players across 10 Teams took part in the 2019 tape ball cricket competition, in Keighley and Bradford
- 50 Yorkshire Cricket College students currently enrolled
- 100% pass rate at Yorkshire Cricket College
- 1,200 attending Cricket in the classroom
- 240 children at Education Day in 2019
- 1st ever National Citizens Service programme delivered by YCF
- 306 children have attended Wicketz this year, across Leeds, Bradford and Hull



WILL SAVILLE

Head of Foundation • Yorkshire Cricket Foundation

YORKSHIRE DIAMONDS

2019 started with the appointments of Dani Hazell as Head Coach to replace Paul Grayson and Melyn Betts as the Assistant coach replacing Gareth Breese.

Following Dani's retirement as an England player we were quick to approach her to take on the Head Coach role. Her vast playing experience, her natural coaching style and the ability to quickly build a strong team ethic meant she naturally fitted in.

2019 saw an improved team performance and although disappointed not to reach finals day the team finished a creditable fourth placed finish.

Three new overseas players were recruited to the squad; Alyssa Healy, Jemimah Rodrigues and Leah Kasperek all made significant contributions throughout the competition.

The exciting new Indian talent, Jemimah Rodrigues, shone with the bat. On a memorable day for cricket which saw Ben Stokes win the Emerald Headingley Ashes test, spectators at York CC saw Jemimah score 112 not out from 58 balls in the four wicket win over the Southern Vikings. At only 19 years of age we will see a lot more from Jemimah in the future.

2019 was the final year for the Yorkshire Diamonds and the end of the four year KIA Super League competition.

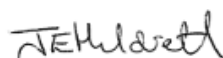
The last four years have seen big steps in the women and girl's game with the Super League playing a key part of this.

For the amateur county players many have been paid to play cricket for the first time and they have been given a taste of playing in a professional environment. The competition has been the launch pad to International honours for those who may not previously have had an opportunity. With increased media attention and games shown on Sky TV the following of the women's game has increased. Opportunity to play at Emerald Headingley, York CC and Scarborough CC has brought new audiences to the game.

Throughout the four years of the Super League the Diamonds have run engaging Roadshows at Cricket Clubs across Yorkshire. Diamonds players made appearances and took an active part in promoting the competition.

Women's cricket has a new following and young girls now have role models and can be inspired to play cricket and make it a career.

With plenty to look forward to in 2020 and beyond the profile of Women's cricket will continue to increase. A Yorkshire county team will compete in the ECB T20 competition in May and June. The Northern Superchargers Women's team will play in The Hundred competition in July and August. 2020 will see the introduction of the Regional Centre of Excellence playing in a new 50-over competition in August and September.



JANE HILDRETH

Yorkshire Diamonds General Manager • Yorkshire Cricket Board