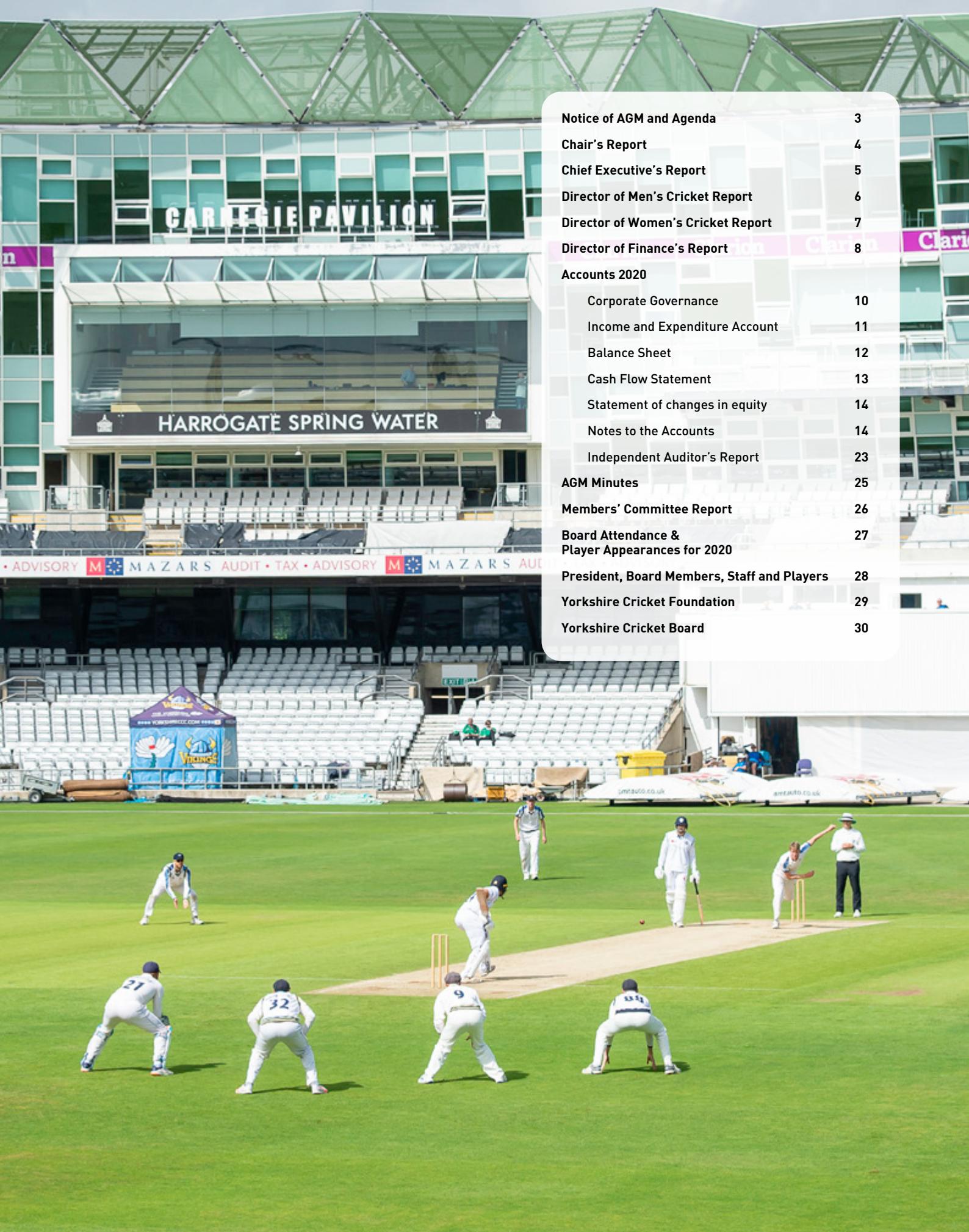




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# NOTICE OF AGM AND AGENDA

Dear Member,

Under temporary provision introduced by the Government, the Annual General Meeting of Members will be held by Zoom on Saturday 20th March 2021 at 10am for the purpose of transacting the following business.

## Agenda:

1. To receive apologies for absence.
2. To confirm the Minutes of the Annual General Meeting held on Saturday 21st March 2020. If any member has a query as to the accuracy of the Minutes, it should be raised with the Secretary in advance.
3. To receive a report from the Chair.
4. To receive and approve the Accounts, together with the Independent Auditor's Report thereon, for the year ended 31st December 2020.
5. To receive a report from the Chief Executive.
6. To receive a report from the Director of Men's Cricket.
7. To receive a report from the Director of Women's Cricket.
8. To re-elect as President, Mr Geoff Cope.
9. To announce the result of the elections to the Board for the following nominees:
  - a) Mr Trevor Strain - Mr Strain offers himself for election, supported by the Board
  - b) Mr Hanif Malik - Mr Malik retires by rotation and offers himself for re-election to the Board
  - c) Mr Martyn Moxon - Mr Moxon retires by rotation and offers himself for re-election to the Board
10. To consider a special resolution to amend the rules of the Club, in accordance with the documents circulated with the notice of the meeting.
11. To announce the result of the election to the Members' Committee.
12. To appoint Garbutt and Elliot Audit Limited as auditor of the Club until the conclusion of the next Annual General Meeting of the Club at which the accounts of the year ending 31st December 2021 are laid.
13. Any other business.

Yours faithfully,



**Roger Hutton, Chair**  
**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.



## CHAIR'S REPORT

I was honoured to be appointed the Chair of Yorkshire County Cricket Club almost a year ago. It would be fair to say, it has not been the year that I or indeed any of us could have anticipated. The pandemic has brought each and every one of us new and unexpected challenges. I think we all, from time to time, have felt a little like Brian Close at Old Trafford as Michael Holding whistled down bouncer after bouncer from the far end. I am extremely proud of the courage and resilience with which the Club has faced these challenges and I truly believe we have emerged stronger and with renewed vigour from the experience.

2020 will not be a year remembered primarily for its cricket but there have been some moments of light on which to look back. I was very pleased to play my part, alongside others, to persuade the ECB to prioritise red ball cricket and set up the inaugural Bob Willis Trophy. I was incredibly impressed with our performances in the competition and we were unlucky to narrowly miss out playing in the first Bob Willis Trophy Final. Great credit must go to the players and skipper as in my view we were only deprived of success by the number of non-playing days we encountered.

Our white ball performance has been less successful, and the Club must look at how to make improvements in this arena and deliver better results in the T20 in 2021.

The Northern Diamonds also did their best to brighten up our summer. Following the appointment of James Carr as the Regional Director of Women's Cricket a strengthened and talented team played some great cricket to only narrowly be denied the Rachael Heyhoe Flint Trophy. I am confident the ladies will be shining brightly again in 2021.

However, the real achievements of Yorkshire County Cricket Club in 2020 should not be measured in games won but games played. The players, coaching staff and the operational team must be applauded for their commitment and hard work in preparing for and competing in fixtures in the face of a global pandemic.

2020 may not be remembered for its cricket, but it will be remembered for the dedication and loyalty of those who had the Club's best interests at heart. I cannot praise the employees of Yorkshire County Cricket Club highly enough, nor sufficiently thank the Membership who showed such tremendous loyalty in helping the Club survive unprecedented financial times.

Following support from our Membership, loyal sponsors and the ECB, I'm pleased to be able to report that the Club's finances held together as Paul Hudson details in his report. This was pivotal for the Club's future, particularly in the face of continued uncertainty for the coming summer.

Through the hard work and endeavour of the YCCC team, we have enjoyed record sales for the international matches during the course of next year, with outstanding pre-sales of the Test Match against India and the International T20 against Pakistan. This goes a long way to strengthening the Club's financial position in what still looks to be an uncertain landscape for 2021. Let us hope we can look forward to some great matches and as many as possible are able to come and enjoy first class cricket at our wonderful stadium.

I would also like to take the opportunity of thanking the Board for all

their hard work in what has been such a challenging and complex year. I have been nothing less than impressed with the tenacity, resilience and resourcefulness of the Executive Committee. I would also like to give special thanks to Katherine Mathew who has 4 years of service as a Non Executive Director at the Club. Katherine is to resign from the Board at the AGM and is leaving a strong and important legacy.

2020 was the year in which societies across the world were challenged to confront racism, improve inclusion and challenge the status quo. This summer, the Club faced some serious allegations from a former player, as to how it has operated historically. We are clear that there is no room for racism in our society, our sport or our Club and as a consequence we set up an independent investigation to examine the specific allegations made and also consider if the Club's policies and processes are sufficiently robust.

I will not pretend that this has been an easy or smooth process but I am confident it has been the right course of action. Very few organisations have held themselves to account in this way and it has been a difficult and distressing time for all involved with the investigation but it is hugely important for the future of the Club and for the communities we strive to engage with.

Yorkshire County Cricket Club has a long and proud history in this wonderful game of cricket and it is determined to be at the vanguard of meaningful change and inclusion. The Club had already established a diversity committee headed by Hanif Malik OBE 18 months before I was involved and has done some fantastic work with diverse communities across the County but there is always more we can and must do.

It is critical for the Club to ensure we appeal to all ages, genders and ethnic minorities, Yorkshire is an incredible county crammed with talent and passion and the more of it that YCCC can attract and harness the better. So, whilst it was a year full of difficult decisions and conversations, I hope that 2020 will be remembered for the brilliance, hard work and loyalty of not just our players but all the employees who worked so hard to deal with the effects of COVID-19. It is a year that should be remembered for the outstanding loyalty and support of the best Members of any cricket club in the world. It is a year we will look back on and be grateful for the incredible support from all our financial stakeholders and sponsors. It is in my view, a year we have learned more about ourselves than we could have ever anticipated and found the strength and resilience to move forward with a platform for success and change in 2021.

We are yet to be clear on the challenges to come in this coming season, but I believe we are in the best possible shape to meet them and I for one am optimistic about YCCC's summer ahead.



**ROGER HUTTON**

Chair

The Yorkshire County Cricket Club

# CHIEF EXECUTIVE'S REPORT

At the beginning of 2020, I was really looking forward to the season ahead. I believed, after a few years of transition, that we genuinely had a squad that could compete in all three formats. We had just experienced an outstanding year in 2019, hosting four ICC World Cup matches and the remarkable 'Ben Stokes' Ashes match where England trounced Australia by one wicket. And I was even looking forward to the AGM, as the Club had produced an outstanding set of figures for the year, resulting in a further reduction of our debt. Although we were not scheduled to host a Test match in 2020, we could look forward to hosting our first ever T20 Internationals against Australia and Pakistan. So, what could possibly go wrong?

Well, we all know the answer to that. But, no one could predict the impact it would have on us as a cricket club or as a business. When the Coronavirus struck, we were quick to close down Emerald Headingley to reduce costs and protect our staff and players. The players had just arrived in India for their pre-season preparation, but we acted quickly to bring the squad and coaching staff home to their families. We furloughed all but fourteen members of staff, who dealt with a new way of running the business from their homes for many months.

Then came the green light to commence the process of returning to the field of play. With new protocols in place and the prospect of behind closed doors cricket, this was no easy task. And of course, we were not only dealing with men's cricket. The Northern Diamonds had become part of YCCC.

The Northern Diamonds, with Dani Hazell returning from maternity leave just a few weeks after giving birth to become our Head Coach, performed really well and reached the final of the Rachael Heyhoe-Flint Trophy. The Yorkshire first team would have followed suit if we hadn't have lost over 450 overs to bad weather, but they produced three wins and two draws as a unit and won our regional league.

It was all rather strange playing cricket without Members and spectators. I do hope that we can have crowds at the start of the 2021 Championship. Support makes such a difference to the atmosphere within a cricket ground and I know that our players missed the unrivalled following that Yorkshire Members bring to Emerald Headingley, Scarborough and York. One of the positives to come out of the season was the live streaming of matches, which we will commit to again in 2021.

We have a number of groups to thank for The Yorkshire County Cricket Club coming out of the year 2020 relatively unscathed, from a financial perspective. The staff and players stood up magnificently with each person volunteering to have a pay reduction during the season. We also thank our Members who donated their membership fees in large numbers. We thank our partners and sponsors who stuck with us, particularly The Emerald Group. The ECB made a grant of £500,000 to each of the eighteen counties, and we were grateful for the Government's furlough scheme. As you will have gleaned from the accounts, many factors made the financial outcome acceptable.

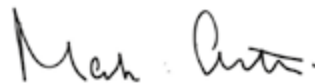
Whilst on the subject of the ECB, our sincere thanks go to Colin Graves who made a significant difference to the way cricket now operates, and is funded, during his five year term as ECB Chair.

Scarborough and York Cricket Clubs missed out on an exciting programme in 2020, and if crowds are permitted in 2021, I hope that as many Members as possible will support the matches at those fabulous grounds.

I hope that you remain healthy in the coming months. When you do come to Emerald Headingley, there may well be different protocols in place, and I ask that you to bear with us as we try to adhere to Government and ECB guidelines, and keep everyone as safe as possible.

Finally, I would like to thank the non-executive directors who have helped to steer the executive team through these uncharted waters. A tough baptism for our new Chair, Roger Hutton.

I look forward to seeing as many of you as possible during the summer.



**MARK ARTHUR**  
Chief Executive  
The Yorkshire County Cricket Club

## DIRECTOR OF MEN'S CRICKET REPORT

I hope that you are keeping safe and well in these difficult times.

With the incredibly challenging circumstances 2020 presented, credit must go to everyone connected with English cricket in enabling the two competitions to take place. There was an incredible amount of work that went on in preparation. In particular in the drawing up of COVID-19 guidelines and protocols and the setting up of venues to ensure everyone's safety. Our medical staff, ground staff and operations team deserve particular praise, but it really was a team effort that everyone bought into.

Like the rest of the country, we endured three months of lockdown after returning from Mumbai earlier than planned. However, the players were able to keep a good level of cardiovascular fitness and didn't put on any excess fat. This meant that once we were given the green light to start training again, we were able to concentrate on building up their strength and working on their skills. This was done initially on a one-to-one basis and then gradually moved into small groups. The biggest challenge was the conditioning of the bowlers, building up their workloads to enable them to manage a challenging schedule. Again, credit should go to both the players and coaching staff for the way they managed this process and the long hours spent in ensuring the players had everything they needed.

Obviously, we only had two competitions to challenge for, namely the Bob Willis Trophy and T20 Blast.

Throughout the Bob Willis Trophy we played some excellent cricket finishing top of our group with a number of young players coming into the side showing that they have huge potential. It was great to see Dawid Malan settle in well and make two significant contributions in the matches against Durham and Derbyshire. Jordan Thompson capitalised on Matthew Waite's injury and showed his capabilities with both bat and ball, whilst it was pleasing to see how well Dominic Leech performed on his debut and again shows huge potential for the future. George Hill and Jack Shutt made their First-Class debuts during the competition and look promising cricketers. Harry Brook showed more consistency this season and although he didn't make a big hundred, he's certainly showing signs of a growing maturity. It was a shame that our games against Derbyshire and Lancashire were badly affected by the weather, otherwise we could easily have been competing in the final.

Given last year's performances and the signing of Dominic Bess I believe we can look forward to the season with confidence and excitement. As has been stated many times we have been through a transitional period, but I feel we now have a squad capable of challenging for the County Championship.

As far as the T20 Blast was concerned it proved to be a very frustrating campaign. We prepared well and in great detail with a new captain in David Willey. The players were given specific roles and we set out to create an attractive brand of cricket giving players freedom within their roles whilst ensuring we were smart and understood what was required to win games.

David Willey missed the early stages of the competition due to his inclusion in the England one-day COVID-19 bubble. However, we did manage to win two out of our first three games. Unfortunately, we lost at Leicester when really we should have won and after that game, we lost four key players for the remainder of the competition due to COVID-19 protocols. This was a massive blow to lose our captain and three influential players for the run in. Consequently, we failed to qualify for the knock-out stages. It was particularly frustrating as we got ourselves into a position to win in two of those games, but our in-experience told, and we came up short. Having said that we can look on it as good experience for a number of players who wouldn't normally have played, namely James Wharton, Matthew Revis, Sam Wisniewski, George Hill and Ben Birkhead who made their T20 debuts. We also had Joe Root play in five games of the competition. As well as his considerable contributions in those games on the field, as ever he was absolutely brilliant with the players off the field. His willingness to support and advise cannot be underestimated and everyone will have benefited from his presence.

There was no official second eleven competitions last season. However, we did have a number of inter-squad games and competitive training days against a couple of other counties. Clearly it is important that we have a full season of cricket this year to ensure the continuation of our young players development.

Everyone at the Club is looking forward to this coming season and we all hope and will do everything possible to ensure that we can welcome you back to Emerald Headingley, Scarborough and York safely. We certainly missed you last year and we hope we can give you some great entertainment over the coming season. In the meantime, take care and stay healthy and we look forward to seeing you soon.

Best Wishes



Martyn Moxon  
Director of Cricket  
The Yorkshire County Cricket Club

# DIRECTOR OF WOMEN'S CRICKET REPORT

Year 2020 marked the start of a new strategic cycle for the ECB and one strand of the 'Inspiring Generations' strategy, is the women and girls action plan 'Transforming Women and Girls' Cricket'. Yorkshire CCC take up the role of 'regional hosts' for the north east region of England – made up of Northumberland, Durham and Yorkshire. In total there are eight regions, made up of clusters of counties, across the country, charged with professionalising the womens game through their elite teams and newly appointed dedicated workforce, which will support our athletes holistically to deliver a year-round training programme – something that has never been done outside of centrally contracted England players.

Having started the role on 23rd March 2020, and the country entering a lockdown as a result of the coronavirus pandemic on 24th March, momentum and energy of the women's cricket agenda was somewhat curtailed as the country and cricket reacted to the unprecedented situation, nationally and globally.

By late July, it was confirmed a truncated version of the original competition structure would take place in late August and September. All eight regions would play in two geographical groups, culminating with a north versus south final, at Edgbaston. It was at this stage cricket started to mobilise and the decision was taken for the counties within our region to play one another. The willingness and adaptability of the cricket family confirmed to me what great people we have in our region. The county match-play enabled head coach Danielle Hazell to construct a squad for further training camps before competition phase.

Hazell comes with a decade of international playing experience and a year as head coach of the Yorkshire Diamonds from the KIA Super league era. A combination of Danielle's style and the girls' hunger for the game and the prestige of entering the professional era, provided a chemistry amongst the squad – the 'Northern Way' was born.

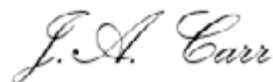
Late August bank holiday arrived, and the newly named 'Rachel Heyhoe-Flint Trophy' was upon us with two matches in three days to kick off. Having the England players available for the first weekend yielded 50's and a 100 for Lauren Winfield-Hill, Hollie Armitage and Natalie Sciver, respectively. On the bowling front, Katherine Brunt made light work of Central Sparks with a five-wicket haul. Being two from two really galvanised the squad and the hunger to top the group was palpable.

After the opening weekend, the England players returned to the bubble for their preparations for their series against the West Indies. Hazell and the squad had to be agile to get through the rigours of the competition with the short lead in time. The next four matches yielded three wins securing our place in the final against the Southern Vipers, the only loss being Central Sparks return fixture with us at Emerald Headingley, where the game was played on an outstanding playing surfaces under glorious weather.

What was really encouraging during the group stages was the way team gelled so easily, and at times they well beat teams with clinical performances, but also the way they won a couple of games from being behind the eight-ball. MacDonald, Kalis, and Gunn all recorded 50's and that was backed up by strong bowling performances lead by Langston and Graham.

Sadly, the final was one match too far for the Diamonds, Kalis recorded another 50, this time in vain, as the Vipers won by 38 runs. The whole team achieved so much in a short space of time and in alien conditions, so to make a national final live on Sky TV, has done wonders to keep the women's game high on the agenda and visible, in what has been a turbulent year for the country. I am really proud of the support staff and the players for what they have achieved in a shortened year one, they have shown resilience and adaptability to ensure we made it out on the park.

Hopefully as we enter some normality in 2021, we can really kick on from what is a great start, and it does not stop with the senior team. The whole pathway needs to have depth and be fit for purpose, the addition of a new regional academy this year will go a long way to developing more players and raising the standard of our cricketers. Exciting times ahead.....



JAMES CARR  
Regional Director of Women's Cricket • Northern Diamonds



## DIRECTOR OF FINANCE'S REPORT

Whilst 2019 was such an exceptionally good year in financial terms, this year has proven a much greater challenge. The Club started the year with a clear financial plan, and a good start to ticket sales for the international matches. However, it very quickly became apparent that we would need to adopt a different approach to remain financially stable and achieve our financial targets. I am very pleased to be able to report that whilst it was in a manner completely different to envisaged, we have managed to maintain financial stability in line with our plans.

Our conference and banqueting business together with hospitality for both domestic and international matches have virtually disappeared during the year, together with a very significant reduction in our commercial income streams, and rental incomes from third parties. Domestic ticket sales and memberships were similarly significantly reduced. This was also the first full year of the new Emerald Stand arrangements which are reflected in the increase in infrastructure and operations overhead costs.

In the backdrop of this bleak picture, the Club received support from a large array of sources. This collective group of actions have helped to return the Club's financial outturn in line with our budget. Without any one of these factors, the result for this financial year would have been very different. These factors included:

- A significant proportion of members donated their annual membership fees, together with a large proportion of members donating the ticket money from their purchases, and notable additional donations from members who wanted to help further. These were all greatly appreciated, and every donation added together to make a real impact;
- Every single member of staff saw a reduction in their pay;
- A thorough review of all supplier's arrangements during the pandemic, and future relationships was conducted achieving strengthened relationships and reduced current year costs;
- The Club acted at the first opportunity to benefit from the Government's job furlough scheme, which had a great impact in support for the Club, coupled with a rates holiday for the stadium.
- The ECB also provided significant support through provision of a one-off grant to all counties, and a number of cash flow support initiatives to provide clubs with time to implement their plans;
- Finally, the ECB insurance scheme ensured that the ticket income for international matches was secured for the Club, and there were of course no costs incurred in staging the matches.

In addition to the above financial measures, during the summer we were able to complete on our agreement with Leeds Beckett University to take over full and unfettered ownership of the pavilion building. This agreement is a positive outturn for both organisations and gives us total control over the building.

Looking forward into 2021 the Club faces a further year of uncertainty surrounding the current pandemic. We have developed a business plan which reflects our current view of cricket and the year ahead. This shows us meeting all our liabilities including debt capital repayments to the bank. We have only been able to reach this position through the support of a large number of parties, and I would like to express my own personal thanks to all such people. This has and continues to be a challenging time for all, and we must continue to pull together.



**PAUL HUDSON**  
Director of Finance  
The Yorkshire County Cricket Club



## RECENT FINANCIAL TRENDS

	2020	2019	2018	2017	2016
	£'000	£'000	£'000	£'000	£'000
<b>Income:</b>					
International ticket and hospitality revenue	1,485	10,484	2,498	2,686	2,399
Domestic ticket and hospitality revenue	297	1,095	999	932	1,005
Subscriptions	605	812	828	742	740
England and Wales Cricket Board	4,424	2,536	2,119	3,152	2,638
Commercial income	889	3,001	2,353	1,998	1,881
Other	1,086	68	118	150	131
<b>Total Income</b>	<b>8,786</b>	<b>17,996</b>	<b>8,915</b>	<b>9,660</b>	<b>8,794</b>
<b>Cost of sales</b>	<b>(235)</b>	<b>(4,228)</b>	<b>(2,095)</b>	<b>(2,208)</b>	<b>(2,109)</b>
<b>Cricket expenses</b>	<b>(3,436)</b>	<b>(3,500)</b>	<b>(3,386)</b>	<b>(3,326)</b>	<b>(3,055)</b>
<b>Overheads</b>	<b>(3,837)</b>	<b>(3,817)</b>	<b>(2,920)</b>	<b>(2,982)</b>	<b>(2,554)</b>
<b>EBITDA</b>	<b>1,278</b>	<b>6,451</b>	<b>515</b>	<b>1,144</b>	<b>1,076</b>
Interest	(800)	(680)	(797)	(805)	(794)
Depreciation and loss on disposal of a fixed asset	(676)	(590)	(556)	(513)	(465)
Capital grants release	213	253	190	188	186
<b>Surplus / (deficit) before exceptional items</b>	<b>15</b>	<b>5,434</b>	<b>(648)</b>	<b>14</b>	<b>3</b>
Exceptional items	(87)	-	-	(68)	-
<b>(Deficit) / Surplus before taxation</b>	<b>(72)</b>	<b>5,434</b>	<b>(648)</b>	<b>(54)</b>	<b>3</b>
<b>Loans, borrowing and overdrafts net of cash</b>	<b>14,789</b>	<b>18,340</b>	<b>20,636</b>	<b>22,942</b>	<b>24,636</b>

# CORPORATE GOVERNANCE

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

## THE BOARD

The Board is responsible for approving Club policy and strategy. It meets bi-monthly, or more frequently if business needs require, and has a schedule of matters specifically reserved to it for decision, including all significant commercial issues and all capital expenditure. The Executive Management Team supply the Board with appropriate and timely information and Board Members are free to seek any further information they consider necessary. The Board has formed various committees to assist in the governance of the Club's affairs:

### Nominations 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 Chair 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 Roger Hutton 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 Roger Hutton, 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 Chair.

A Senior Independent Board Member is appointed by the Board whose role is to serve as a sounding board for the Chair 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 2020

	NOTE	2020	2019
		£	£
<b>Income:</b>			
International ticket and hospitality revenue		1,485,362	10,483,782
Domestic ticket and hospitality revenue		296,882	1,095,209
Subscriptions		604,827	811,815
England and Wales Cricket Board		4,424,128	2,536,345
Commercial income		888,849	3,001,265
Other income		1,086,334	67,900
		<b>8,786,382</b>	<b>17,996,316</b>
<b>Cost of Sales:</b>			
International match and hospitality expenditure		(88,505)	3,362,414
Domestic match and hospitality costs (home fixtures)		189,489	561,569
Commercial costs		134,177	304,533
		<b>(235,161)</b>	<b>(4,228,516)</b>
<b>Cricket Expenses:</b>			
Staff remuneration and employment expenses		2,752,211	2,714,761
Match expenses (away fixtures)		14,884	227,138
Development expenses		483,573	415,522
Other cricket expenses		185,455	142,574
		<b>(3,436,123)</b>	<b>(3,499,995)</b>
<b>Overheads</b>			
Infrastructure and ground operations		1,902,719	1,514,962
Commercial		869,929	1,100,589
Administration		874,154	962,387
Ticket and membership office		190,593	238,949
		<b>(3,837,395)</b>	<b>(3,816,887)</b>
<b>Earnings Before Interest, Tax, Depreciation and Amortisation</b>		<b>1,277,703</b>	<b>6,450,918</b>
Interest		(799,997)	(680,183)
Depreciation and loss on disposal of a fixed asset	6	(675,537)	(590,049)
Release of capital grants	10	212,709	252,971
		<b>(1,262,825)</b>	<b>(1,017,261)</b>
<b>Surplus Before Exceptional Items and Taxation</b>		<b>14,878</b>	<b>5,433,657</b>
Exceptional Items	5	(86,800)	-
<b>(Deficit) / Surplus After Exceptional Items but before Taxation</b>		<b>(71,922)</b>	<b>5,433,657</b>
Taxation	4,11	(53,000)	(1,031,832)
<b>(Deficit) / Surplus After Taxation</b>		<b>(124,922)</b>	<b>4,401,825</b>


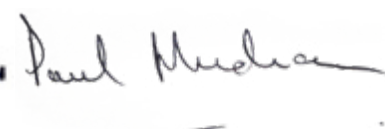


# BALANCE SHEET

as at 31 December 2020

	NOTE	2020	2020	2019	2019
		£	£	£	£
<b>Assets Employed:</b>					
Investments	13		50		50
Fixed assets	6		29,096,526		29,687,706
<b>Current Assets:</b>					
Stocks		101,272		132,212	
Debtors	7	1,219,933		1,357,568	
Cash at bank and in hand		3,943,863		319,778	
		5,265,068		1,809,558	
<b>Creditors: Amounts Falling Due Within One Year</b>	8	(11,383,579)		(5,707,027)	
<b>Net Current Liabilities</b>			(6,118,511)		(3,897,469)
<b>Total Assets Less Current Liabilities</b>			<b>22,978,065</b>		<b>25,790,287</b>
<b>Funded By:</b>					
<b>Creditors: Amounts Falling Due After More Than One Year</b>	9		16,821,831		19,411,006
<b>Provision for liabilities</b>	15		525,000		450,000
<b>Deferred Income - Capital Grants</b>	10		4,721,509		4,894,634
			22,068,340		24,755,640
<b>Capital And Reserves</b>					
Called up share capital	12		147		214
Capital redemption reserve			743		676
Income and expenditure account			908,835		1,033,757
			909,725		1,034,647
			<b>22,978,065</b>		<b>25,790,287</b>

These accounts were approved by the Board on 9th February 2021.

ROGER HUTTON, CHAIR

PAUL HUDSON, CLUB SECRETARY

# CASH FLOW STATEMENT

for the year ended 31 December 2020

	NOTE	2020	2019
		£	£
<b>Cash Flows From Operating Activities</b>			
(Deficit) / Surplus for the year		(124,922)	4,401,825
Adjustments for:			
Deprecation of tangible assets		675,537	586,510
Loss on disposal of tangible fixed asset		-	3,539
Loan interest payable		799,997	680,183
Capital grants released		(212,709)	(252,971)
Taxation		53,000	1,031,832
Decrease / (Increase) in trade and other debtors		159,635	570,445
Decrease / (Increase) in stocks		30,940	(28,001)
Increase / (Decrease) in creditors		3,014,153	(2,851,025)
Interest paid		(641,298)	(680,183)
<b>Net Cash Inflow From Operating Activities</b>		<b>3,754,333</b>	<b>3,462,154</b>
<b>Cash Flows From Investing Activities</b>			
Purchase of tangible fixed assets	6	(84,357)	(1,430,774)
Sale of tangible fixed assets		-	5,500
Capital grants received	10	39,584	259,936
<b>Net Cash Outflow From Investing Activities</b>		<b>(44,773)</b>	<b>(1,165,338)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings		(47,975)	(3,725,565)
Repayment of finance lease liabilities		(37,500)	(69,374)
<b>Net Cash Outflow From Financing Activities</b>		<b>(85,475)</b>	<b>(3,794,939)</b>
<b>Increase / (Decrease) In Cash In The Period</b>		<b>3,624,085</b>	<b>(1,498,123)</b>
Cash and cash equivalents at 1st January		319,778	1,817,901
Cash and cash equivalents at 31st December		3,943,863	319,778

# STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2020

	Called Up Share Capital	Capital Redemption Reserve	Income and Expenditure Account	Total
	£	£	£	£
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
<b>Balance at 31st December 2019</b>	<b>214</b>	<b>676</b>	<b>1,033,757</b>	<b>1,034,647</b>
Balance at 1st January 2020	214	676	1,033,757	1,034,647
Reduction in share capital for retiring members	(67)	67	-	-
Deficit for the year after taxation	-	-	(124,922)	(124,922)
<b>Balance at 31st December 2020</b>	<b>147</b>	<b>743</b>	<b>908,835</b>	<b>909,725</b>

## NOTES TO THE ACCOUNTS

for the year ended 31 December 2020

### 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 County Partnership Agreement (CPA). Also included any one-off receipts from the ECB outside of the CPA. 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 commissions, 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 income from the Government's Furlough Scheme 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) Stocks**

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

#### **(e) Grants**

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grant will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

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.

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

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

#### **(g) Financial Instruments**

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

#### **Derecognition of financial assets**

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

#### **Classification of financial liabilities**

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

#### **Basic financial liabilities**

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

#### Derecognition of financial liabilities

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

#### (h) Finance Costs

Finance costs are charged to the statement of comprehensive income over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

#### (i) 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 and Covid-19 Pandemic

The financial statements for the year ending 31 December 2020 have been prepared following a heavily disrupted English summer of cricket as a result of the Covid-19 Pandemic which saw Emerald Headingley lose two international T20 fixtures against Australia and Pakistan due to the need to host them in bio-secure bubbles as well as a truncated domestic season which did not begin until August and saw the Club compete in the Bob Willis Trophy and the T20 Vitality Blast.

Operationally, the pandemic and measures to prevent further spread of the virus caused significant disruption to our business as games had to be staged behind closed doors. This had a material impact on ticket and hospitality sales, sponsorship, retail and catering commissions from both match day and non-match day events. This loss of income has been partially offset by a reduction in match day costs as well as operating overheads, which also includes players and staff taking voluntary paycuts, and members donating their annual subscription. The Club has also made use of the Government's Furlough scheme to further mitigate the impact of the lost revenue due to the pandemic.

The Club continues to maintain a strong relationship with its lenders, principally the Graves Family Trusts and HSBC Bank. The Club continues to meet its day to day working capital requirements to pay creditors as they fall due and in addition to the loans also have an overdraft facility of £0.35m (2019 - £0.35m) which is repayable on demand and it is assumed that this will be renewed upon its annual expiry in May 2021. Details of the loans and the overdraft maturity analysis, which impact on the financial position can be found in notes 8 and 9.

The Board has 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. These forecasts have been prepared on the basis that cricket starts as it traditionally does in April 2021 and that the Club is able to operate with no reduction to capacity for the fixtures it would reasonably expect to sell out, principally the Test Match between England and India, the IT20 between England and Pakistan and the domestic T20 fixture between Yorkshire and Lancashire. In the event that Covid-19 has an impact on crowd capacity at the international fixtures, then the Club has received confirmation from the England and Wales Cricket Board that they will provide support to the value of tickets sold. To date sales have been strong at £2.5m net of VAT such that a large element of income is essentially guaranteed. In the event that Covid-19 restricts these fixtures then the associated costs will also be reduced, creating a potential upside.

The Club's cash flow forecasts are underpinned by international ticket sales and sales to date have been stronger than expected. Despite this, the Board recognises that Covid-19 is still causing significant ongoing forward-looking uncertainty and so has considered the potential impact it might have on the business in various scenarios and the impact that this would have on cashflow.

These cash flow forecasts also include £1m of capital repayment to HSBC, payable in installments in 2021 and it has always been the intention in the normal course of business for the final bullet payment of £1.5m due for repayment on 31 December 2021 to be refinanced. As yet discussions with HSBC have not begun but throughout regular conversations there has been no indication of any issues with refinancing.

Depending on the severity of any impact of Covid-19 on the Club in 2021 and the resultant impact on cashflow, the Board has identified a number of different actions that it can take to mitigate this impact. Based on the initial forecasts the Board has prepared, additional levers have been identified that can be pulled, including but not limited to; continued use of the furlough scheme as required, use of, or extension of overdraft facilities, use of budget contingencies, requests of support from the ECB and ultimately long term debt restructuring. In light of the extensive options above and the experience of support for the game over the past 12 months, the Board is confident the Club will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the approval of these accounts and have therefore prepared the accounts on a going concern basis.

### 3. STAFF NUMBERS AND COSTS

	2020	2019
<b>Staff Numbers And Costs</b>		
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 Northern Diamonds players)	46	45
Non-playing full time staff	49	50
Seasonal and casual staff	12	18
	107	113
The aggregate payroll costs of these persons were as follows:		
	£	£
Wages and salaries	3,771,936	3,819,423
Social security costs	409,667	402,502
Contribution to pension plans	286,837	260,535
	4,468,440	4,482,460

The total compensation of key management personnel (including Board Members), as defined in the staff list (page 7) in the year amounted to £869,029 - seven staff (2019 - £856,983 - five staff). Non executive Board Members receive no remuneration.

### 4. TAXATION

	2020	2019
	£	£
(Deficit) / surplus for the year after taxation	(124,922)	4,401,825
Total tax expense	(53,000)	(1,031,832)
(Deficit) / surplus for the year before taxation	(71,922)	5,433,657
Tax at 19.00%	(13,665)	(1,032,395)
Expenses not deductible for taxation purposes	(17,701)	(6,983)
(Increase) / reduction in tax rate on deferred tax balances	(18,500)	14,234
Fixed asset permanent differences	(3,134)	(8,936)
Non taxable income	-	61,287
Adjustments in respect of prior periods	-	(59,039)
Total tax expense	(53,000)	(1,031,832)

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

It was announced in the March 2020 Budget that the reduction in UK corporation tax rate to 17% would not occur and the corporation tax rate would remain at 19% from 1 April 2020. Accordingly, deferred tax balances have been re-measured at 19% as this is the tax rate that will apply on reversal.



## 5. EXCEPTIONAL ITEM

The Club has been subject to allegations and as a result has established an independent panel to review the allegations. This has incurred significant legal costs to date, and these are disclosed as an exceptional item in the accounts.

## 6. FIXED ASSETS

	Cricket Centre		Emerald Headingley Cricket Ground			Office Equipment	Total
	Freehold Land and Buildings	Plant and Equipment	Freehold Land and Buildings	Plant and Equipment	Improvements to Leasehold Property		
	£	£	£	£	£	£	£
<b>Cost:</b>							
At 1 January 2020	608,624	798,891	27,586,665	6,744,544	4,453,421	365,376	40,557,521
Additions	-	-	-	79,336	-	5,021	84,357
At 31 December 2020	608,624	798,891	27,586,665	6,823,880	4,453,421	370,397	40,641,878
<b>Depreciation:</b>							
At 1 January 2020	227,430	778,301	3,976,753	5,145,353	409,742	332,236	10,869,815
Charged in the year	17,788	3,918	332,187	258,635	42,522	20,487	675,537
At 31 December 2020	245,218	782,219	4,308,940	5,403,988	452,264	352,723	11,545,352
<b>Net Book Value:</b>							
At 31 December 2020	363,406	16,672	23,277,725	1,419,892	4,001,157	17,674	29,096,526
At 31 December 2019	381,194	20,590	23,609,912	1,599,190	4,043,679	33,140	29,687,706

During 2020, the Club became legal owner of the Carnegie Pavilion. As this transaction took place without financial consideration to either party the asset of the Carnegie Pavilion is recognised within the fixed asset register at £nil cost.

## 7. DEBTORS

	2020	2019
	£	£
Trade debtors	514,699	731,662
Deferred tax asset (see note 11)	347,000	325,000
Other debtors	358,234	300,906
	1,219,933	1,357,568

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

	2020	2019
	£	£
Leeds Beckett University Loan (see note 9)	141,716	-
ECB Scarborough loan	-	40,000
HSBC Bank (see note 9)	2,569,014	-
Trade creditors	333,786	1,341,578
Finance leases	-	75,000
Social security and other taxes	1,262,188	293,216
Other creditors	1,481,886	134,633
Accruals	669,358	1,495,407
Deferred income	4,925,631	2,327,193
	11,383,579	5,707,027

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

	2020	2019
	£	£
HSBC Bank Loan (see below)	-	2,569,014
Leeds Beckett University Loan (see below)	803,056	-
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	311,775	319,750
Deferred income	800,000	866,669
Finance leases	-	748,573
	16,821,831	19,411,006
<b>Loans and borrowings maturity analysis:</b>		
In one year or less or on demand	2,710,730	115,000
In more than one year but not more than two years	15,001,478	2,644,014
In more than two years but not more than five years	595,210	15,451,750
In more than five years	425,142	448,573
	18,732,560	18,659,337

### Loan descriptions

The Club is due to make repayments to HSBC in 2021 totalling £1m in installments and the balance is due on 31st December 2021. The loan 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 other Legal Charges. It has always been the intention in the normal course of business for the final repayment due on 31 December 2021 to be refinanced. As yet discussions with HSBC have not begun but throughout regular conversations there has been no indication of any issues with refinancing.

CJ Graves Accumulation and Maintenance and J Graves Accumulation and Maintenance Trusts' loans are not due any capital repayments in 2021 and currently bare an interest rate of 4.875% plus any rise in Bank of England base rate above 0.75%. 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. This loan now bares an interest rate of 4.875% plus any rise in Bank of England base rate above 0.75% as of 1st September 2020 due to Mr Graves term as Chair of the ECB coming to an end. Prior to the 1st September 2020 the interest rate charged was 0%. 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.

During 2020, the Club took full ownership of the Carnegie Pavilion. The outstanding balance in respect of the fit out costs on construction, originally £1.5m in 2009, was due to be recovered by Leeds Beckett University over the remaining lease. Upon the leases falling away, the remaining balance being modified to a loan, which is repayable in quarterly installments with the final repayment being 30th June 2030. The loan has a rate of interest of the 3 month LIBOR rate plus 1.35% and is unsecured.

## 10. DEFERRED INCOME: CAPITAL GRANTS

	2020	2019
	£	£
At 1 January	4,894,634	4,887,669
Received in year	39,584	259,936
Released to Income and Expenditure Account	(212,709)	(252,971)
At 31 December	4,721,509	4,894,634

## 11. DEFERRED TAX ASSET

	2020	2019
	£	£
At 1 January	(125,000)	906,832
Charge to Income and Expenditure Account for the year (see note 4)	(53,000)	(1,031,832)
At 31 December	(178,000)	(125,000)
Included within debtors (see note 7)	347,000	325,000
Included within provisions for liabilities (see note 15)	(525,000)	(450,000)
	(178,000)	(125,000)

The elements of recognised deferred tax are as follows:

Difference between accumulated depreciation and capital allowances	(525,000)	(450,000)
Tax losses	347,000	325,000
	(178,000)	(125,000)

## 12. SHARE CAPITAL

	2020	2019
	£	£
Allotted, called up and fully paid Ordinary shares of 5p each	147	214

During the year there was a reduction in qualifying members of 1,340. The total number of qualifying members as at 31 December 2020 was 2,946 (2019: 4,286). 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. Only members who donated their 2020 subscription have been recognised as qualifying members and as such the reduction in number of qualifying members is as a result of the Covid-19 pandemic.

## 13. INVESTMENTS

	2020	2019
	£	£
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 was incorporated to facilitate the re-development of the North South Stand.



## 14. LEASING COMMITMENTS

Non-cancellable operating lease rentals are payable as follows:

	2020 Minimum Lease Payment	2019 Minimum Lease Payment
	£	£
In one year or less	473,996	456,240
Between two and five years	243	1,298
	474,239	457,538

Operating lease payments amounting to £623,128 (2019 - £232,303) 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 £586,155 to December 2020. The license is to be renewed annually at the discretion of the Club.

The Club has no finance leases.

## 15. PROVISION FOR LIABILITIES

	2020	2019
	£	£
Deferred tax (see note 11)	525,000	450,000

## 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 at different points, Mark Arthur, Robin Smith and Hanif Malik were Board Members and Trustees of the YCF. During 2020, the YCF awarded non capital grants of £8,721 (2019 - £15,962) to the Club. The balance owed to the Club at 31 December 2020 was £nil (2019 - £59). The Club made payments to the YCF of £1,323 (2019 £nil) and the balance owed by the Club at 31 December 2020 was £nil (2019 - £nil).

Mark Arthur was also Board Member and Director of the Yorkshire Cricket Board (YCB). During 2020, the Club invoiced sales to the YCB of £53,666 (2019 - £92,056). 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 2020 was £9,500 (2019 - £2,720). The Club has also received invoices from the YCB of £6,441 (2019 - £32,745) and this invoice was owed to the YCB as at 31 December 2020 and forms part of the trade creditors balance (2019 - £9,476).

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 2020 the Club invoiced sales to PABL of £1,093 (2019 - £1,016) for goods or services. The balance owed to the Club at 31 December 2020 was £nil (2019 - £1,016).

The Club invested £50 by way of paid up share capital in Headingley North-South Limited (HNSS) (see note 13). Mark Arthur, Paul Hudson and Andrew Dawson all acted as directors of this company alongside their roles with the Club. Invoices totalling of £4,800 (2019 - £1,461,039) were received by the Club from HNSS in 2020 and were all settled in cash during the year leaving no balance owing at 31 December 2020 (2019 - £nil).

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 £874,642 (2019 - £259,395) 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. Prior to stepping down as the Club's Chair at the AGM on 21 March 2020 costs of £3,006 (2019 - £3,006) were incurred by the Club from one of its subsidiaries on normal commercial terms and were settled in cash during the year.

Roger Hutton is a Director of Clarion Solicitors Limited and following his appointment as a Non Executive Director he was appointed Chair of the Club at the AGM on 21 March 2020. During the course of the year, on normal commercial terms, the Club made invoiced sales to Clarion of £28,788 and at 31 December 2020 a balance of £1,559 was owing to the Club and this forms part of the trade debtors balance. The Club also received invoices from Clarion totaling £31,089 on normal commercial terms, and these were all 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 £397,864 (2019 - £347,292). The assets of these schemes are administered in funds independent from those of the Club and of this £3,590 was unpaid at the end of the year (2019 - £57,256).

### 18. AUDIT FEE AND OTHER OPERATING INCOME

In the year the Club paid its auditor £19,000 (2019 - £17,500) in respect of the audit of these Financial Statements. The Club also received income grants during the year totaling £918,741 (2019 - £nil) in respect of the Governments Coronavirus Job Retention Scheme.

# INDEPENDENT AUDITOR'S REPORT

## OPINION

We have audited the financial statements of Yorkshire County Cricket Limited (the 'Club') for the year ended 31 December 2020 which comprise the statement of Income and Expenditure account, the Balance Sheet, Cash Flow Statement, Statement of Changes in Equity and notes to the financial statements, including 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 2020 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

In auditing the financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work that we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Club's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

## OTHER INFORMATION

The other information which comprises the Chair's Report, Chief Executive's Report, Director of Cricket's Report, Regional Director of Women's Cricket, Director of Finance's Report, Corporate Governance Statement, AGM Minutes, Members' Committee Report, Board Attendance & Players Appearances for 2020, Yorkshire Cricket Foundation Manager's Report, President, Board Members, Staff and Players, 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 other information.

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.

## EXTENT TO WHICH THE AUDIT WAS CAPABLE OF IDENTIFYING IRREGULARITIES, INCLUDING FRAUD

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, through discussion with the board members and other management, and from inspection of the Club's regulatory and legal correspondence and we discussed with the board members and other management the policies and procedures regarding compliance with laws and regulations. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance during the audit.

The Club is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related Co-operative and Community Benefit Societies legislation), pensions legislation and taxation legislation and further laws and regulations that could indirectly affect the financial statements, comprising environmental, health and safety legislation and, in the current climate, covid regulations. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the board members and other management and inspection of regulatory and legal correspondence, if any. These procedures did not identify any potentially material actual or suspected non-compliance.

To identify risks of material misstatement due to fraud we considered the opportunities and incentives and pressures that may exist within the Club to commit fraud. Our risk assessment procedures included: enquiry of board members to understand the high level policies and procedures in place to prevent and detect fraud, reading Board minutes and considering performance targets and incentive schemes in place for management. We communicated identified fraud risks throughout our team and remained alert to any indications of fraud during the audit.

As a result of these procedures we identified the greatest potential for fraud in the following areas: revenue recognition and in particular the risk that revenue is recorded in the wrong period due to complexities surrounding deferred and accrued income. As required by auditing standards we also identified and addressed the risk of management override of controls.

We performed the following procedures to address the risks of fraud identified:

- identifying and testing high risk journal entries through vouching the entries to supporting documentation.
- assessing significant accounting estimates for bias
- Sampling testing of deferred and accrued revenue
- Sales cut off testing

Owing to the inherent limitations of an audit there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our

audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

## 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  
33 Park Place  
Leeds  
LS1 2RY  
9th February 2021



# AGM MINUTES

MINUTES OF THE ANNUAL GENERAL MEETING HELD ON 21 MARCH 2020

AT EMERALD HEADINGLEY CRICKET GROUND AT 10.00 AM.

1. Welcome: after a delay of 30 mins to enable a quorum to be formed, the Chair welcomed the twenty members present and declared that the meeting was quorate. He explained that the circumstances of the meeting were unprecedented in the Club's long history. The coronavirus crisis had caused the Government recently to advise all UK citizens to avoid unnecessary contact with others and to stay at least 6 ft apart, with the result that only 20 members, the minimum number required for a quorum, were present. However, the meeting was for the first time being live streamed to members over the internet. In the circumstances, and in the interests of a speedy conclusion to the meeting, he had decided that there would be no oral reports and the meeting would be restricted to necessary, formal business only. It was planned to hold a members' forum as soon as Government restrictions allowed, at which full oral reports from the Chair, the Chief Executive, the Director of Finance and the Director of Cricket would be delivered.

2. Apologies for absence had been received from Hanif Malik, Stephen Willis, Dr Keith Howard, Paul Jackson, Scott Elliott, Donald H Ellis, Michael Burton, Philip White, David Welch, Ken Shaw, D Cox, Rev Dr David R Peel, Roger Statham, Wendy Statham, Dr Richard Holden, Patricia Hicks, Alan Hicks.

3. The Chair referred to the deaths of members during the year and asked all present to observe a few moments silence in their memory. Mr Richard Cadman, Mr David Rhodes, Mr Mohan Sivananthan, Mr Geoffrey May, Mr Eric Sutton (former player), Mr David Murphy, Mr J E Metcalfe, Mr Paul Senior, Mr A J Rowley, Mr Geoffrey Andrew, Mr Kenneth Pike, Mr J H Whiteley, Mr Rod Jefferson, Mr David Drabble (Vice President), Mr Stuart Nicoll, Marianne Hall, Mr John Batchelor, Winifred Harker, Mr Michael Sharman, Mr Ronald Weir, **Mr John Hutchinson, Mr David Clark, Mr Keith Thompson and Mr Martin Collinson.**

4. The Minutes of the Annual General Meeting held on 23 March 2019 were approved.

5. The accounts and the independent auditor's report thereon for the year ended 31 December 2019 had been circulated to members and were received and approved by a unanimous show of hands. Votes in favour 864, votes against 4.

6. Election of President: The Chair, having referred to Mr Geoff Cope's career with Yorkshire and England and having paid fulsome tribute to him for his hard work during the past year as the Club's President, asked for a show of hands in favour of his re-election for a second year. The members present were unanimous in their support. The proxy votes in favour were 859 and against 9, and the Chair declared Mr Cope as the duly elected President for the year ahead.

7. Announcement of Elections to the Board: The Chair announced that the following had been duly elected as Board Members of the Club.  
Mr Roger Hutton – votes in favour 951, votes against 24  
Mr Mark Arthur – votes in favour 948, votes against 26  
Mrs Katherine Mathew – votes in favour 944, votes against 22

8. Amendment of the Club's Rules: The Chair referred to the explanatory note circulated with the AGM papers and asked for a show of hands from members in the room. This was unanimous in support of the amendments. The proxy votes in favour 852, votes against 18. The Chair accordingly declared the Rule change resolution carried by the necessary two thirds majority.

9. Election to the Members' Committee: The Chair announced that Ms Charlotte Evers had been re-elected to the Members' Committee. The Proxy votes in her favour were 919 and votes against 54.

10. Election of Vice Presidents: The Chair paid tribute to Mrs Janet Bairstow and to Mr Michael Cowan each of whom had made a significant contribution to the Club and had sustained it over many years. A show of hands in the room was unanimously in favour of each candidate. He announced the proxy votes as follows:

Mrs Janet Bairstow – votes in favour 858, votes against 11  
Mr Michael Cowan – votes in favour 854, votes against 14.

The Chair said it was noteworthy that Mrs Bairstow was the first female vice President in the Club's 157 years history and welcomed the crossing of a significant threshold in the Club's affairs.

11. Appointment of Auditors: The Chair noted that the Club's previous auditors had resigned during the year and that the Board, after considering potential replacements, had appointed Garbutt & Elliott Audit Limited to fill the resulting casual vacancy. He asked for a show of hands on the resolution to appoint Garbutt & Elliott Audit Limited as the Club's auditors until the conclusion of the AGM at which the Club's accounts for 2020 were to be laid. This was given unanimously. The proxy votes in favour were 857 and votes against 12 and the Chair accordingly declared Garbutt & Elliott Audit Limited to have been duly appointed.

12. Any Other Business: The Chair thanked the twenty members' present for their attendance in the most difficult of circumstances. They had enabled the formal business of the AGM to be completed. He expressed confidence in the future of cricket and in the future of the Club. The Club was fortunate in having an extremely capable management team, plus supportive members and a county-wide raft of willing volunteers, plus a sound financial platform, all of which augured well for a successful outcome to the impending crisis.

13. There being no other business the Chair declared the meeting closed at 10.50 am.



Chair

POSTSCRIPT: on Monday 23 March the Prime Minister announced that the restrictions on freedom of movement referred to in these minutes were to be made mandatory. Had the meeting not been held when it was, the Club's formal affairs would have been left incomplete.

# MEMBERS' COMMITTEE REPORT

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

Chair: Mr G Greenfield

Elected Members: Mrs C Evers

Mr H Ray

Mrs P Beesley

Appointed Members: Mr G Greenfield

Mr C Woodthorpe

Mr R Levin

In Attendance: Mr M Arthur, Chief Executive

Mr A Dawson, Commercial Director

Mr P Hudson, Finance Director

Mr T Whitford, Head of Marcomms and Customer Experience

This year started with my attendance at the AGM. I didn't know then that this would be one of just two visits to Headingley in 2020!

The Members' Committee has continued to meet, but on the Zoom platform. All meetings have been minuted and minutes submitted to the board.

This year has seen Paul Hudson, (Finance Director), and Treve Whitford (Head of Marcomms and Customer Experience) attend the majority of our Members' meetings. This has allowed for greater transparency and communication with board and staff members.

There continues to be a good working relationship between the members and the board. I am still invited to attend the board meetings, either in person or via Zoom, to ensure our members' views are represented.

I would like to take this opportunity to thank both the Immediate Past Chair, Robin Smith, and the new Chair, Roger Hutton, for continuing to invite me, as representative of the Members' Committee, to the board meetings.

Much of our time at the Members' Committee meetings has focused on the issue of membership / membership refunds and the effect of Covid on the Club finances and playing of cricket.

In the summer of 2020, the Club held a Members' Open Meeting via Zoom, taking questions and comments and I was invited to join the panel, to represent the Members. Feedback shows that this event was welcomed.

I hope that the members have valued the streaming of live matches as part of their membership, although

we do realise that nothing beats the real thing.

I would like to thank my fellow Committee Members' for their support and the constructive manner in which meetings are held.

As I write this report, we anticipate that we will continue to face some challenges in 2021 but hope that we will all be able to attend YCCC games in the not-too-distant future. I look forward to meeting you in the newly refurbished Long Room before too long.

As ever, if you would like to share your comments and views with committee members, please send us an email at [ycccmemberscommittee@gmail.com](mailto:ycccmemberscommittee@gmail.com) and one of us will be in touch.



GRAEME GREENFIELD  
Chair  
Members' Committee

## BOARD ATTENDANCE FOR 2020

Name	Possible	Actual
<b>Elected:</b>		
Roger Hutton (Chair)	6	6
Neil Hartley (Vice Chair)	6	6
Mark Arthur	6	6
Hanif Malik	6	6
Katherine Mathew	5	5
Martyn Moxon	6	6
Stephen Willis	6	4
Robin Smith	1	1

## PLAYER APPEARANCES 2020

### YORKSHIRE COUNTY CRICKET CLUB APPEARANCES

	Bob Willis Trophy	Vitality T20 Blast	Total
Jordan Thompson	5	8	13
Harry Brook	5	8	13
Adam Lyth	5	8	13
Jonathan Tattersall	5	7	12
Will Fraine	3	8	11
Tom Kohler-Cadmore	5	4	9
Duanne Olivier	4	3	7
Dawid Malan	3	4	7
Jack Shutt	3	4	7
George Hill	2	4	6
Ben Coad	2	4	6
Matthew Fisher	2	4	6
Joe Root	-	5	5
Steven Patterson	4	-	4
Mat Pillans	-	4	4
Josh Poysden	-	4	4
Jonthan Bairstow	2	-	2
Tom Loten	2	-	2
Dominic Leech	2	-	2
David Willey	-	2	2
James Wharton	-	2	2
Matthew Revis	-	2	2
Sam Wisniewski	-	2	2
Jared Warner	1	-	1
Ben Birkhead	-	1	1

### ENGLAND APPEARANCES

	Test	ODI	T20	Total
Jonathan Bairstow	-	12	9	21
Adil Rashid	-	10	9	19
Joe Root	8	6	-	14
Dawid Malan	-	1	7	8
David Willey	-	3	-	3

### NORTHERN DIAMONDS APPEARANCES

	Rachael Heyhoe Flint Trophy
Hollie Armitage	7
Bess Heath	7
Jenny Gunn	7
Sterre Kalis	7
Beth Langston	7
Katie Levick	7
Alex MacDonald	7
Ami Campbell	5
Phoebe Graham	5
Rachel Hopkins	4
Linsey Smith	4
Lauren Winfield-Hill (c)	3
Katherine Brunt	2
Helen Fenby	2
Natalie Sciver	2
Layla Tipton	1

# PRESIDENT, BOARD MEMBERS, STAFF AND PLAYERS

## PRESIDENT

Geoff Cope

## BOARD MEMBERS

### Chair

Roger Hutton\*

### Board Members

Mark Arthur  
Neil Hartley\*  
Hanif Malik\*  
Katherine Mathew\*  
Martyn Moxon  
Stephen Willis\*

### Club Secretary

Paul Hudson

## KEY MANAGEMENT PERSONNEL

Mark Arthur - Chief Executive  
James Carr - Director of Women's Cricket  
Andy Dawson - Commercial Director  
Sam Hinchliffe - Director of Operations  
Paul Hudson - Director of Finance  
Martyn Moxon - Director of Men's Cricket  
Liz Neto - HR Manager / PA to CEO and Board

## CLUB STAFF

### Cricket Department

Cecilia Allen  
Kunwar Bansil  
Mick Cadmore  
Sarah Chantler  
Richard Damms  
Ian Dews  
Phil Dicks  
Ian Fisher  
Andrew Gale  
Paul Grayson  
Sarah Hattee  
Andrew Hinchliffe  
Liam Holgate  
Bertie Kennedy  
Phil Lee  
Isaac Leung  
Chris Liversedge  
Dr Nigel Mayers  
Danielle McCann  
Peter Miller  
Wayne Morton  
Mark Nesti  
John Potter  
Richard Pyrah  
Pete Sim  
John Virr  
Courtney Winfield-Hill

### Admin Department

Vanessa Appleyard  
Bisi Bamgboye  
Jason Herridge  
Paul Rowbotham  
Chris Thomson  
Elizabeth Ward

### Operations Department

Kathleen Cullen  
Bernard Grant  
Alex Kippax  
Guy Ndoukepo  
Stephen Skillern

### Sales Department

Ellie England  
Maroof Khan  
Simon Pixsley  
Sarah Shelton  
Tom Webster  
Kayleigh Worthington

### Marketing & Communications

Sam Gascoyne  
Adrian Mirfakhrai  
Treve Whitford

### Ticket Office & Retail

Joe Burke  
Jade Clifton  
Barbara Noble  
Chris Parkinson  
Joe Postle

### Groundstaff

Andy Fogarty  
Nasa Hussain  
Gareth Milthorpe  
Tom Noble  
Peter Taylor  
Richard Robinson  
Vythutas Veikhlis  
Ben Weatherall

### Yorkshire Cricket Foundation

Chris Chatten  
Beth Cook  
Ben Fraser  
Paul Goodman  
Rachael Hildreth  
Alex Hipkins

Nasa Hussain  
Kendal James  
Sarah McCann  
Sohail Raz  
Nick Robinson  
Richard Robinson  
Will Saville  
Ben Wicket

## PLAYERS

### Mens 1st XI Capped Players

Dominc Bess  
Jonathan Bairstow  
Gary Ballance  
Ben Coad  
Tom Kohler-Cadmore  
Adam Lyth  
Dawid Malan  
Duanne Olivier  
Steven Patterson (Captain)  
Adil Rashid  
Joe Root  
David Willey

### Mens 1st XI Squad Players

Ben Birkhead  
Harry Brook\*\*  
Harry Duke  
Matthew Fisher\*\*  
William Fraine\*\*  
George Hill  
Dominic Leech  
Tom Loten  
Mathew Pillans\*\*  
Joshua Poysden\*\*  
Matthew Revis  
Jack Shutt\*\*  
Josh Sullivan  
Jonathan Tattersall\*\*  
Jordan Thompson\*\*  
Matthew Waite\*\*  
James Wharton

### Northern Diamonds

Hollie Armitage\*\*\*  
Katherine Brunt\*\*\*  
Ami Campbell  
Leah Dobson  
Helen Fenby  
Phoebe Graham\*\*\*  
Jenny Gunn\*\*\*  
Bess Heath  
Rachel Hopkins  
Sterre Kalis  
Beth Langston\*\*\*  
Katie Levick  
Alex Macdonald  
Natalie Sciver\*\*\*

Rachel Slater  
Linsey Smith\*\*\*  
Layla Tipton  
Lauren Winfield-Hill (Captain)\*\*\*

## ACADEMY PLAYERS

### Academy

Edward Booth  
Will Luxton  
James Mukherjee  
Harry Sullivan  
Yash Vagadia  
Sam Wisniewski

### Emerging Player Programme

Ben Cliff  
Dan Ford  
George Booth  
Harry Allinson  
Matthew Weston  
Romir Singh

\* Non-Executive Board Member

\*\*2nd XI Capped Player

\*\*\* Full Time Professionals



# YORKSHIRE CRICKET FOUNDATION

After a brilliant 2019 for cricket, 2020 couldn't have been more different and the impact of this was certainly felt by the Yorkshire Cricket Foundation. The challenges of COVID have meant as a charity we have had to adapt everything we do to support our communities. In addition, we faced the challenge of not being able to fundraise in the summer, as we normally would, to support our work.

However, COVID has also highlighted the importance of our work supporting the communities in Yorkshire and moving forwards it will be more vital than ever that we reach out and work with more people and communities as we return back to normal.

Throughout the year and the pandemic there has still been some fantastic work undertaken. The Yorkshire Cricket College continues to grow and thrive, providing an excellent education for 16 – 18-year-olds and supporting them to develop their career aspirations. We are committed to significantly growing the college over the next few years as we strongly believe Yorkshire Cricket has a major role to play in developing young people in Yorkshire.

In addition to the college we were awarded a National Citizen Service contract which is a programme aimed at bringing young people from all walks of life together and developing their life skills. We were very proud to run our first NCS scheme which was hugely successful and look forward to expanding that over the next few years.

Our Wicketz programme funded by Lord Taverners has continued to work closely with young people in Bradford, Leeds and Hull, supporting them all through these tough times.

As well as our work with the younger generations, we have also engaged with older adults throughout the lockdowns through our online sporting reminiscence sessions, held weekly on Zoom. These are becoming increasingly popular and have provided a fantastic forum for sports fans to get together.

As we move forwards in 2021 we will be launching our new strategy which will outline our key priorities over the next 4 years under our four themes of education, health & wellbeing, participation and heritage. One of the key projects that we are really excited about is the county wide rollout of our Crick-Eat programme which helps tackle holiday hunger with young people.

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 and continue to be a fantastic supporter of the Foundation.

## Highlights

- Awarded two national awards for 'Best Volunteer Programme' and 'Best Community Impact'
- Yorkshire Cricket College increased student numbers to 58 studying full time at Emerald Headingley
- Yorkshire Cricket College maintained 100% pass rate.
- First summer National Citizen Service programme delivered.
- Enjoy Cricket camps welcomed record numbers of young people taking part.
  - o 2,876 young people participated
  - o 33 clubs ran camps
  - o 47 different courses delivered
  - o 120 days of summer camps
  - o 554 hours of coaching provided
- Record numbers of young people attending the Wicketz programme in Hull during the summer
- Crick-Eat holiday hunger programme delivered cricket activity and meals to young people in Leeds and is now set for a major, county wide expansion in 2021
- Our Sporting Reminiscence programme successfully delivered online to engage cricket and sports fans across the county
- Sporting reminiscence and legacy Key stage 3 schools resources were created alongside teacher training, to create more engagement with schools



**WILL SAVILLE**

Managing Director • Yorkshire Cricket Foundation

# YORKSHIRE CRICKET BOARD

Who would have thought that following Ben Stokes' heroic innings at Headingley in the late summer of 2019 that we would be facing the severest pandemic in a century with over 100,000 people losing their lives?

As the year unfolded it was clearly evident that the 2020 season would be like no other. However, with the significant help and support from ECB the Recreational Game did commence in July and by closely following the Government guidelines we did have "Adapted Cricket" and this was a small price to pay for us to play the game. We must also have to bear in mind that we were the only grassroots sport to come back in this period. Thankfully most clubs and leagues did play and we did not lose any clubs.

During 2020 most of our staff were on furlough leave, but we provided a quality service through our 4 Heads of Region. They have worked tirelessly throughout the year supporting all our clubs, leagues and communities – 80 leagues and 750 clubs whilst also bringing in excess £3,000,000 of funding outside cricket to support them in these most difficult times. Other examples of support are:

- Dealing with Return to Cricket grant applications/offering advice and processing applications with ECB
- Safe Hands Management System ensuring all clubs are inputting data
- Core Cities Urban update
- Street Chance
- LA liaison regards tier 3/lockdown and the impact, immediate and into 2021 with regards to outdoor pitches
- Numerous DBS initiations and verifications
- Various club issues including lease issues/facility development support/All Stars/Dynamos updates
- Yorkshire Schools Offer updates and dealing with enquiries
- Coach Education and Officials Education
- GOV UK Support Scheme – passing key messages to all clubs and support in applications
- LA playing pitch strategies
- Women & Girls Support & Guidance – general catch up with a number of clubs who had committed to developing opportunities in 2020
- Connecting with Clubs & Leagues – emails/virtual meetings regards facility development/lease support/W&G

We understand that countless hours of work from thousands of volunteers went into getting ready for the 2020 season. We are so thankful for the huge role that volunteers play in local cricket, to ensure the game remains at the heart of our communities.

We know that all clubs, leagues and Associations will play a very important role in bringing communities together once we get past this difficult period of time.

We shall continue to support all recreational cricket collectively the best way we possibly can, whilst ultimately supporting and keeping everyone safe.

The County Club has continued to be extremely supportive of YCB as we continue to enhance our very strong collaboration within Yorkshire Cricket. Mark Arthur, YCCC Chief Executive, has continued to significantly support the impetus of collaborative working – the whole of Yorkshire Cricket is so very grateful for his leadership.

Thanks, must be made of the voluntary work of all Board officials and Sub-Committee Secretaries who put in so many unpaid hours for the benefit of the YCB together with all the League Council Secretaries and Chairmen. We are also absolutely indebted to Ray Knowles, our Senior Safeguarding Officer and to his Safeguarding team who work tirelessly as volunteers and deal with all safeguarding matters.

Finally, I would like to record my sincere thanks to my fellow Directors, to everyone involved in Yorkshire Cricket and all at ECB for their support during this difficult and unprecedented year .



**ANDREW WATSON**

Managing Director • Yorkshire Cricket Board

## NOTES



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

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