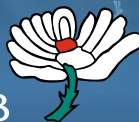




THE YORKSHIRE  
COUNTY CRICKET CLUB



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# ANNUAL REPORT AND ACCOUNTS 2022









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# Officers and Advisors

## PRESIDENT

Geoff Cope

## THE BOARD

### Co-Chairs

The Lord Patel of Bradford

The Baroness Grey-Thompson - Appointed 28 May 2022

### Deputy Chair & Senior Independent Director

Trevor Strain

### Non-Executive Board Members

Lucy Amos - Appointed 28 May 2022

Leslie Ferrar - Appointed 28 May 2022

Nolan Hough - Appointed 28 May 2022

John Jackson - Appointed 11 November 2022

Richard Levin - Appointed 11 November 2022

Yaseen Mohammed - Appointed 28 May 2022

Kavita Singh - Appointed 28 May 2022

Neil Hartley - Resigned 28 May 2022

### Ex-Officio Board Members

Stephen Vaughan – Chief Executive Officer - Appointed 7 November 2022

Darren Gough – Managing Director of Cricket

Paul Hudson - Acting Chief Executive Officer - Resigned 30 September 2022

### Club Secretary

Andy Dawson – Commercial Director

## EXECUTIVE TEAM

James Carr – Director of Women's Cricket

Sam Hinchliffe – Director of Operations

Jessica Platts – Director of People & Culture

Chris Thomson – Finance Director

## AUDITOR

Azets Audit Services Limited

33 Park Place

Leeds

LS1 2RY

## BANKERS

HSBC Bank Plc

33 Park Row

Leeds

LS1 1LD

## REGISTERED OFFICE

Clean Slate Pavilion

Kirkstall Lane

Leeds

LS6 3DP



# Strategic Review - Co-Chairs' Statements

It has been another significant year in the history of The Yorkshire County Cricket Club Limited (the "Club"). On the field, the success of the women's team, with victory for the Northern Diamonds in the Rachael Heyhoe Flint Trophy, was offset by disappointment for the men's team who were relegated from Division One of the County Championship. However, it was again off the field that the Club faced its greater challenges. The future of Yorkshire Cricket was uncertain going into 2022 as international cricket was suspended at Headingley and the vast majority of sponsors had terminated their contracts. The financial consequences of this were truly catastrophic for the Club.

What became obvious at the start of the year was that meaningful change was required to ensure that Yorkshire secured its international status, but more importantly addressed the significant cultural issues following the harrowing stories of discrimination at Headingley.

Working with the England and Wales Cricket Board and the Equality and Human Rights Commission, we instilled more rigour in the management of the Club. This included overhauling the way people can report discrimination via our whistleblowing hotline, integrating gold standard governance processes under the guidance of the Good Governance Institute, and starting the process to achieve accreditation with the National Centre for Diversity. We have also taken steps to make the matchday experience a more inclusive and friendly atmosphere for all, including the introduction of more family friendly alcohol-free areas, and a sensory room to offer a calmer space for those with sensory processing issues.

The Board's support on the development of our Equity, Diversity, and Inclusion plan has been vital in securing the future of the Club, as well as boosting our Pathways programme – for the boys in the system this has seen an increase of nearly 40% in attendees for regional observations, and a 60% increase in cricketers selected from a diverse background at County Age Group when compared with 2021. And we know we need to aim for the same with girls in our Pathway: Girls County Age Group nominations have already increased by over 60% from 2021. The ambition of the Club goes beyond getting on a robust financial footing – we want to grow and diversify within Yorkshire, the UK, and globally. Bringing the game to new audiences will be vital for survival.

Following the Annual General Meeting, I will formally step down from my position as Chair and from the Board. Unfortunately, since December I have had to be abroad for family reasons, therefore I am grateful to Board members and particularly to The Baroness Grey-Thompson (who has been appointed as Co-Chair) for assisting in the handover and the appointment of a new Chair, as well as the governance of the Club. I would like to take this opportunity to thank Members for their support over the past year and look forward to a fantastic year of cricket in 2023!

**The Lord Patel of Bradford, Co-Chair**





For all of us on the Board in 2022 and going into 2023, it has been a huge honour to represent this great Club despite the many challenges we have faced. Some of these challenges we have successfully addressed, some we are working through, and some remain outstanding.

While the Club has made significant progress over the past year or so – of which we are rightly proud – we are still acutely experiencing the impact and after-effects of events which have been well-documented. We are driven collectively to come through this difficult period of continued external scrutiny, learning from what happened in the past and rebuilding into a brighter future for everyone at Yorkshire.

Much work has been done to put the Club on a more sustainable financial footing; nonetheless, there remain significant cashflow challenges ahead which must be addressed imminently to protect the long-term future of YCCC.

In particular, Members will note that Headingley is not due to host a Test Match in 2024. Notwithstanding the ODI and T20 matches that will take place instead, ticket and hospitality sales at the end of 2023 will be lower than normal. In addition, over 2021 and 2022 the Club has incurred nearly £3.5m of exceptional, but necessary, expenditure that was required to address the issues it faced. The combination of these factors means that it is forecast that a cashflow shortfall over and above the Club's existing borrowing facilities will arise towards the end of 2023, and without further funding of c. £3.5m the Club will not be able to continue as a going concern. This is the reality we are currently facing and another challenge we are determined to overcome.

Given the complex and challenging nature of the Board's responsibilities at present, the Directors have taken and continue to take professional advice where necessary, and the Board and its professional advisers are currently considering financing options to address both the short and long term funding needs of the Club. That process is ongoing but given the current number of potential sources of finance the Board considers it reasonable to assume that the necessary funding can be put in place and therefore that the Club can be treated as a going concern.

The Lord Patel of Bradford announced his intention to resign from the Board in January. I would like to put on record the Board's thanks for all the hard graft and dedication he put into the role. He entered the Club with a distinct vision for the future of YCCC, and we are committed to deliver on that vision and continue on that journey.

There has been a formal process for the appointment of a new Chair and the Board has been pleased with the number of applications. The applicants have been judged against a range of criteria resulting in a shortlist who will be interviewed for the position. The Board expects to be able to update Members on the process at the forthcoming AGM.

It also seems fitting that on behalf of the Board and Members I pass on thanks to Geoff Cope, our outgoing President. Dr Jane Powell has been proposed for election as President at the forthcoming AGM and I encourage Members to support her appointment. Dr Powell represented both Yorkshire and England at cricket, including 6 Tests and 24 ODIs, and she would become the first woman to take up the role of President.

As a Board, we are determined and committed to the long-term success of the Club, and to build on the work we have done collectively to address the many challenges we have faced together to make Yorkshire County Cricket Club a thriving and welcoming place for all.

Finally, I would like to thank Members for their support and for their enduring loyalty through what has been a tough time for all associated with the Club. We are positive about the direction of the Club and look forward to completing the work to secure its future in 2023.

**The Baroness Grey-Thompson, Co-Chair**





# Strategic Review - Chief Executive Officer's Report



I am thrilled to be writing my first report as Chief Executive Officer of this prestigious Club ahead of an exciting summer for Yorkshire Cricket. I enjoyed meeting many of you in January at the Members' Forum and I look forward to spending more time in the Long Room throughout the season.

It was an honour to take up the role in November at such an iconic sporting institution. Despite the significant challenges that the Club has faced and will continue to face, there is much to be optimistic about. The many opportunities that we have was one of the key reasons why I jumped at the chance to join the Club.

The first few months in post have been hugely enjoyable and have also illustrated that, although there has been a lot of hard work over the past 12 months, there is so much more to do and for us to achieve collectively.

In January, the Club launched its new innovative membership proposition following widespread consultation with Members, ticket purchasers and the wider cricket community in Yorkshire. The Club has already seen a considerable take-up as it hopes to make memberships more inclusive and accessible, ensuring that more people with a passion for Yorkshire Cricket are able to be part of the Club.

Innovation, inclusivity and investment are important to securing the long-term future of the Club, giving us the stability to succeed both on and off the pitch. We have a fantastic stadium and a loyal membership, and my vision for the Club sees us getting even more people to attend not just matches but also other events throughout the year.

During my first few months, I have spent time listening and understanding the needs of the Club, and the important role that Members play here at Yorkshire Cricket. I hope to create more opportunities for Members to have their voices heard throughout the year, such as exclusive Members' events.

There remain significant financial challenges for the Club, including a forecast cash shortfall of c. £3.5m which is expected to arise later this year. We have faced many challenges over the past year and are committed to overcoming this situation positively. The Board and its professional advisers are considering financing options and given the current number of potential sources of finance the Board considers it reasonable to assume that the necessary funding can be put in place and therefore that the Club can be treated as a going concern.

As we strive to secure the financial security of the Club, we must not forget the importance of success on the field. Despite the disappointment of relegation for the men's team last year, I am excited to see Darren and Ottis' plans for the upcoming season with a young and exciting squad. I wish Shan Masood and his players the very best for the upcoming season.

The Northern Diamonds enjoyed success last season by lifting the Rachael Heyhoe-Flint Trophy after coming so close in the finals of both that competition and the Charlotte Edwards Cup the previous year. I hope that last season's success becomes a catalyst for further silverware in the coming years as women's cricket continues to prosper in our region.

I look forward to meeting with many more of you at the Annual General Meeting and when the first ball is bowled at Headingley in April.

**Stephen Vaughan**  
Chief Executive Officer





# Strategic Review - Cricket Report

2022 was a mixed year on the field however it ended with the Northern Diamonds enjoying success, winning their first trophy at Lords in September. Reflections below from Darren Gough, the Club's Managing Director of Cricket, and James Carr, Northern Diamonds Director of Cricket on the past 12 months.

## Looking back on the 2022 season, how do you reflect on it?

**Darren Gough** – Ultimately 2022 was a disappointing season for the men's team which ended with relegation from Division One of the County Championship. Reflecting on this for a start, I think it's a case of not taking our opportunities when they were presented. We made a good start to the year, putting in some strong performances in the opening six games but, apart from the opening match at Gloucestershire, were unable to convert these to wins. Had we done this, we would have found ourselves battling towards the top of the table.

The second half of our Championship season was really disappointing. Momentum is a big thing in sport and unfortunately we seemed to get into a routine of losing. On paper we had a very strong and talented squad, with a mixture of young and senior players, but the game isn't played on paper and we simply didn't perform to the required standards. The lads have been working incredibly hard this winter to put that right, and I'm confident we will bounce back quickly.

Our Vitality Blast campaign was one of great entertainment that culminated in a semi-final defeat at Edgbaston. To reach Finals Day for only the third time in the Club's history is certainly a sign of progress, but we were disappointed not to get over the line against Lancashire after posting a very competitive total with the bat. Looking back, a real stand-out moment from the whole season was Jordan Thompson's final over in the quarter-final win at Surrey, clinching victory when many felt the game had gone. Performing under pressure in moments like this, and adding more consistency to our game, are going to be key to winning silverware.

In the One Day Cup, our young side showed signs of the talent we have coming through, but again lacked the consistency required to reach the latter stages of the competition. This, I suppose, is to be expected from younger players but I'm confident the exposure and experience of playing at this level will help many of them to kick onto the next stage of their development.

One source of real pride was the performances of the 2nd XI, who claimed the Championship Trophy late in the season. This was truly a huge squad effort, and every individual involved should be very proud of that. The Academy also put in some great performances and learned a lot, with the talent pool for Yorkshire cricketers continuing to be strong.

This brings me on to the developments we have made with our Performance Pathways, which in many ways was revolutionised in 2022. Removing the barriers of cost to participating, alongside the introduction of four new High-Performance Coaches, will mean that everyone has an equal chance to succeed in the future, and that can only be a good thing for Yorkshire given the talent we possess.

I'd like to place on record my thanks to the players that left us last year; Steve Patterson, David Willey, Tom Kohler-Cadmore, Matthew Waite, Tom Loten, Harry Sullivan and Josh Sullivan. I wish them all the very best for their future endeavours.

I'd also like to thank all of our coaching and science and medical teams. Under difficult circumstances at times, they have worked tirelessly to drive the squad forward, and it's been great to see them implement their plans



this winter. I'm confident that they will play a huge part in getting the squad to where they want to be in 2023.

2022 also marks Andy Fogarty's last year as Head Grounds Manager at Yorkshire CCC after an incredible 26 years in this role. Andy's knowledge and commitment has been second to none, and I'm delighted that he will be continuing as a member of the grounds team.

**James Carr** – 2022 was a year of fantastic progress for the Northern Diamonds with the highlight obviously winning the Rachael Heyhoe Flint Trophy at Lord's in September after coming so close to silverware in previous seasons, reaching three finals in 2020 and 2021. That made the winning moment even sweeter and is testament to the hard work that has been put in by the players and support staff since the regional team was formed. Our performances throughout the competition were outstanding and I'm delighted that we got over the line.

Our performances in the Charlotte Edwards Cup were mixed and this is an area where I am keen for us to develop in 2023. We have some really talented players who have shown glimpses of their potential and now it's just a case of stringing everything together, which I'm sure we can do in 2023.

I'd like to pay tribute to Jenny Gunn and Katherine Sciver-Brunt, who have both retired from regional cricket, as well as Linsey Smith who left us this winter. I'd like to thank all three players for their significant contributions and wish them all the best for the future.



The women's game continues to go from strength to strength in this country with rising numbers of supporters attending games and the standard of the cricket improving exponentially. We were delighted to be able to offer an additional two professional contracts at the end of the season, taking the total up to 10 full-time professionals. This is making a huge difference for the Diamonds and will help the Club continue to grow the game in Yorkshire and the region.

The Academy had another great year with a large number of talented young players coming through and developing their games. The biggest success stories came from Phoebe Turner, Emma Marlow, Lizzie Scott and Grace Hall who have come through the Academy and who are now pushing for places in the first team. The development of many of these players has been rapid, and much credit must go to the coaching and support staff for their work over the last few years.



35

Most Yorkshire Appearances

Dom Bess



## Yorkshire County Cricket Club Appearances

	LV= County Championship	Vitality T20 Blast	Royal London Cup	Total
Dominic Bess	13	15	7	35
Matthew Revis	8	16	8	32
Adam Lyth	14	16	-	30
Jordan Thompson	14	15	-	29
George Hill	14	4	8	26
William Fraine	7	8	8	23
Jonathan Tattersall	7	7	8	22
Harry Brook	8	13	-	21
Tom Kohler-Cadmore	6	13	-	19
Matthew Waite	5	5	7	17
Harry Duke	8	-	8	16
Dawid Malan	5	9	-	14
Ben Coad	5	-	8	13
Steven Patterson	13	-	-	13
Shadab Khan	-	12	-	12
Jack Shutt	2	2	6	10
David Willey	-	9	-	9
Finn Allen	-	9	-	9
Thomas Loten	2	-	7	9
Adil Rashid	-	8	-	8
Haris Rauf	4	4	-	8
Dominic Drakes	1	5	-	6
Finlay Bean	3	-	3	6
Joe Root	3	3	-	6
William Luxton	1	-	5	6
Harry Sullivan	-	-	5	5
Dominic Leech	-	3	-	3
Dimuth Karunaratne	3	-	-	3
James Wharton	3	-	-	3
Matthew Fisher	2	-	-	2
Shannon Gabriel	2	-	-	2
Benjamin Cliff	-	-	1	1
Benjamin Mike	1	-	-	1



## England Appearances

	Test	ODI	IT20	Total
Natalie Sciver-Brunt	2	17	14	33
Adil Rashid	-	7	24	31
Dawid Malan	2	6	19	27
Katherine Sciver-Brunt	1	11	13	25
Harry Brook	4	-	20	24
David Willey	-	11	11	22
Joe Root	15	6	-	21
Jonathan Bairstow	10	6	3	19
Lauren Winfield-Hill	1	4	4	9
Matthew Fisher	1	-	-	1

### What are your aspirations for 2023?

**Darren Gough** – Our primary goal for 2023 is to regain our place in Division One of the County Championship, and I'm very confident we can do this. We are also desperate to challenge for silverware in the white-ball competitions, having come so close in the Vitality Blast in 2022.

The addition of Matt Milnes, Ben Mike, Jafer Chohan and Yash Vagadia to our squad, along with some really strong overseas players in new Club Captain Shan Masood, Neil Wagner and David Weise, means there are a lot of reasons to be optimistic.

It's been a great winter so far and I've really enjoyed seeing how our coaching and support team have gone about developing the players in the off-season. It's certainly a very different approach to what it was when I played, and I can confidently say that no stone has been left unturned in our pursuit to reach the season in the best possible place. We have also been very lucky to be able to send many of our players to play and train abroad, which has been incredibly valuable.

We are set for a pre-season tour to Cape Town in March, which will give us the opportunity to put the finishing touches on our preparations, and play some meaningful cricket. On our return, attention will turn to the opening County Championship game against Leicestershire at Headingley starting 6 April and I can't wait to see many of you in the stands supporting us, for what is going to be a fantastic season.

**James Carr** – The goal will once again be to win silverware and I'm confident that with the talented squad we have, and the experience many of them have gained over the last few seasons, we can do so.

During the first three seasons of regional women's cricket, we have proven ourselves to be a real force in 50-over cricket, so I'd like us to continue with this. In T20, showing more consistency will give us the best chance of challenging for that trophy.

With the additional professional contracts, I'm delighted to be welcoming Emma Marlow and Phoebe Turner into the full-time ranks, and I'm sure they will prosper in the environment. Our Academy continues to go from strength-to-strength and I'm hopeful we will see more young players come through and graduate to the first-team squad in 2023.

Our winter training has been great, with a number of the girls getting some cricket in abroad. We are planning an overseas tour for the first time, where we will be visiting Desert Springs in La Manga. This will be a great opportunity to put the finishing touches on our pre-season and allow us to hit the ground running when our first game comes around at Headingley on 22 April.

I hope to see many of you at our home games in 2023!



### Northern Diamonds Appearances

	Rachael Heyhoe Flint Trophy	Charlotte Edwards Cup	Total
Hollie Armitage	7	6	13
Katie Levick	7	6	13
Linsey Smith	7	6	13
Leigh Kasperek	7	6	13
Bess Heath	7	5	12
Emma Marlow	6	5	11
Sterre Kalis	7	4	11
Lauren Winfield-Hill	7	2	9
Phoebe Turner	4	4	8
Rachel Slater	4	4	8
Leah Dobson	3	3	6
Abigail Glen	-	4	4
Beth Langston	2	1	3
Jenny Gunn	2	1	3
Katherine Sciver-Brunt	1	2	3
Lizzie Scott	3	-	3
Natalie Sciver-Brunt	1	3	3
Yvonne Graves	2	1	3
Mariko Hill	-	2	2
Jessica Woolston	1	-	1
Rachel Hopkins	-	1	1







# Strategic Review - Finance Report

Financially, 2022 has proved to be another tough year for the Club following the Covid-19 impacted years of 2020 and 2021. The findings of institutional racism, which saw the Club begin the year suspended from hosting international cricket, have had a severe financial impact on 2022. During 2021 and 2022, the Club incurred a total of £3.5m of exceptional expenditure that was considered essential to address the findings of institutional racism against the Club, principally due to the implementation of required governance changes and legal fees and payouts in relation to the settlement of certain legal actions. From starting the year with the prospect of having very little commercial and ticketing income, the Club was able to recover strongly to post revenue of £14.1m, which is broadly similar to 2021. This resulted in an EBITDA of £759k. However, once the impact of the exceptional expenditure is included, as the Club looked to rebuild following the racism investigation, this becomes a pre-tax loss of just under £2.2m.

## International Matches

At the time the suspension from hosting international cricket was lifted in March 2022, the Club was well placed in terms of ticket sales for the England vs New Zealand Test Match and England vs South Africa One Day International, having sold the vast majority of general admission tickets in September and October 2021. However, Test Match hospitality sales were impacted as the Club was unable to fully recover from the period of suspension. Across the two games, the Club was still able to generate ticket and hospitality revenue of £4.3m and a gross profit of £2.3m after the associated costs of staging the fixtures.

Turning to 2023, the Club is looking forward to hosting the Third Ashes Test between England and Australia in July and the One Day International between England and Ireland in September. The Club has seen strong advance sales, with over £6.2m, mainly linked to the Test, being recognised across tickets and hospitality as part of the deferred income balance at the year end.

## Domestic Cricket

2022 was the first domestic cricket season since 2019 that has not been impacted by Covid-19. However, the scheduling of the Vitality T20 Blast season had an impact on revenue with a number of games taking place in close proximity to one another. This led to attendances lower than hoped for, particularly the scheduling of the Roses T20 fixture against Lancashire on a Wednesday night which did not sell out for the first time in a number of years. Whilst the Club did see an increase in domestic ticket, hospitality and membership revenue in the year, this was largely driven by the removal of

Covid-19 related crowd restrictions and the ECB's continued investment into the women's game which saw an increase in funding for the Northern Diamonds of c. £250k in 2022.

In contrast to the disappointing financial return from the T20 Blast, the Hundred continued to be extremely successful for the Club. Headingley was able to host seven Northern Superchargers home fixtures across four days in both the men's and women's competitions. On top of the £1.3m central distribution from the ECB, which is made to all First Class counties, the Club was able to generate a further £0.6m in match hosting fees and ticket revenue shares.

## Commercial and Other Revenue

The Club was able to recover from a significant loss of sponsors in late 2021 to grow commercial income by over 19% to £3.1m in 2022, based largely on the work done to restore the Club's reputation. This was critical as it allowed the Club to attract a number of new partners as well as rekindling several existing relationships. There was also growth in the catering commissions due to the Club under the revenue sharing arrangements with Leeds Rugby and Sodexo, as well as record retail revenue of over £435k, boosted by an average attendance of over 13,500 for The Hundred fixtures.

The Club was also able to recognise compensation in the year from the ECB following the loss of a home T20 Vitality Blast quarter final fixture in 2021. The scheduling of the match against Sussex, clashing with the 2021 England vs India Test, meant Headingley was unavailable so the game was moved to Durham. The Club is appreciative of the support shown by the ECB to offset the revenue lost as a result of this move. Other income recognised in the financial statements has reduced in the year as a result of the cessation of the Government's Furlough scheme in 2021.

## Expenditure

While revenue was similar year on year, expenditure increased in a number of areas. Firstly, from the start of 2022, the Club took operational responsibility for the County Age Group pathway system. The Club now covers the entire cost of the programme and removing the need for any parental contribution, ensures that there are no financial barriers to entry and opportunities for participation are widened as far as possible.

Secondly, there has been a significant increase in cricket related expenditure in the year.

As well as facing increased match costs compared to 2021 due to the removal of Covid-19 restrictions, there has also been a rise in expenditure linked to the Northern Diamonds reflecting the ever-increasing investment in the women's game.







There has been an increase in the costs of maintaining and operating Headingley as an international sporting venue in line with the wider economic conditions in the UK, alongside an increase in headcount as a result of a review of the Club's governance structure and staffing requirements. Increases in the Bank of England base rate during the year have also increased the interest cost of the Club's debt.

Finally, the Club has continued to incur expenditure on a number of items which are exceptional in nature but were considered necessary to reinstate the Club's right to hold international matches. Whilst the Club has been able to settle all the employment cases brought by former employees broadly in line with the provision held in last year's financial statements, there continued to be significant legal expenditure linked to the settlement of those cases and ongoing commercial disputes, and the anticipated Cricket Disciplinary Committee (CDC) hearing. There has also been significant expenditure linked to governance and listening reviews, the development of an Equity, Diversity and Inclusion plan and the setting up of an independent whistleblowing hotline. Whilst further exceptional expenditure is expected in 2023, it is anticipated it will be at a much lower level now the Club has accepted the CDC charges.

#### Capital Investment

There have been no significant capital expenditure projects during the year. However, the Club is pleased to be able to confirm receipt of a capital grant from the ECB's Infrastructure and Maintenance fund to cover the cost of replacing the East Stand scoreboard, installation of which is expected before the start of the 2023 season. The Club has also begun work on the launch of a new website which again is due to be in place for the start of the new season.

#### Cashflows

There has been an increase in cash during the year, predominantly from advance ticket and hospitality sales for the 2023 Ashes Test. During the year, the Club also received support from the ECB in the form of advances of amounts that would ordinarily have been receivable later in the year.

The Club was due to make capital debt repayments of £3m on its long-term debt to the Graves Family Trusts in 2022 but as a result of the cashflow pressures brought on by the exceptional expenditure, which as noted above was considered necessary to reinstate the Club's right to hold international matches, the Club would not have been in a position to make these repayments. In advance of them becoming due, the Club renegotiated its facilities with the Graves Family Trusts so that this amount has now been added to the balance of the loans due for repayment in October 2024.

#### Outlook and Refinancing

The level of exceptional but essential expenditure has been a significant burden on the Club's cashflow over the past year, but with the support of

major stakeholders like the Graves Family Trusts and the ECB, and the benefit of significant cash inflows in late 2022 as a result of the 2023 Ashes Test, the Club has been able to manage cashflow so that all creditors have been and will continue to be paid when due. The Club has an overdraft facility of £1.9m with HSBC which is repayable on demand and is due for renewal in August 2023. HSBC have confirmed their current intention to renew the facility in the normal course of business. At the year end, despite the cash inflows from the Ashes Test, the Club had used £0.1m of this overdraft. However, with only an ODI and an IT20 match scheduled for Headingley in 2024 rather than a Test Match, the cashflows for ticket and hospitality income at the end of 2023 will be lower than in previous years.

In the medium term, the Club will seek further sources of income to build up cash reserves but in the short term there will be further pressures on cashflow which will require an injection of additional funding. The Club has produced a long-term financial plan (including repayment of £0.5m to the Graves Trusts in October 2023) which shows a cash shortfall of c. £3.5m in addition to the current overdraft over the next twelve months; shortly afterwards it will need to have made arrangements to repay the remainder of the Graves Trust loans in full by October 2024. Therefore, without a refinancing of its debts or other additional funding the Club will not currently be able to meet its liabilities as they fall due in the foreseeable future, being a period of twelve months from the date of approval of these financial statements.

In order to secure the necessary funding, the Club has commenced a process to refinance the loans from the Graves Trusts with new facilities totalling £20m that will cover the cash needs of its financial plan for the foreseeable future. As part of that process, the Club has approached prospective lenders identified by the Board in the UK and overseas with the help of external advisors, and has commissioned those advisors to assist in taking the transaction to the lending market in order to access the widest possible pool of potential loan capital. This work is continuing but given the current number of potential sources of finance the Board considers it reasonable to assume that the necessary funding can be put in place.

The need for a satisfactory conclusion of the refinancing, which is outside the direct control of the Board, results in a material uncertainty which may cast significant doubt on the Club's ability to continue as a going concern. Notwithstanding the risks to the successful completion of the refinancing and the ongoing material uncertainty, the Board believes that, in light of all the possible routes that are currently being explored, it is reasonable to conclude that the necessary funding can be put in place such that the Club can continue to meet its liabilities as they fall due for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements). Therefore, it remains appropriate to prepare the financial statements on a going concern basis.

**Chris Thomson**  
Finance Director



# Strategic Review - Corporate Governance

## The Board

The Board is responsible for approving Club policy and strategy. It meets on a monthly basis, or more frequently if business needs require, but because it was not quorate at the start of the year and there have been a number of new directors appointed since then, it has not met as frequently as usual in 2022. A schedule of matters is specifically reserved for the Board for decision making, including all significant commercial issues and all capital expenditure of a material value. The Senior Management Team supply the Board with appropriate and timely information and Board Members are free to seek any further information they consider necessary.

The rules of the Club allow for up to twelve Board Members, made up of ten Non-Executive Directors and two ex-officio Executive Directors, who are the Chief Executive Officer and Managing Director of Cricket. The Non-Executive Director positions are currently filled by:

### The Lord Patel of Bradford – Co-Chair of the Board

The Lord Patel of Bradford was raised to the peerage as Baron Patel of Bradford in the County of West Yorkshire in 2006 and is a cross bench peer. A qualified social worker who worked in inner city Bradford, Lord Patel has held a number of high-profile public appointments on national boards and committees, including the former chair of the Mental Health Act Commission, independent director of Cygnet Healthcare, chair of Social Work England, vice president of the British Board of Film Classification, chair of the Independent Health Providers Network and president of the Royal Society for Public Health.

The Lord Patel of Bradford has contributed to a variety of Government policies, including being the architect of the Government's five-year action plan for delivering race equality in mental health care. He has over 200 publications and has authored several national reports, including The Patel Report into Prison Drug Treatment.

He was honoured with an OBE in 1999 and was appointed as non-executive director and Chair of Yorkshire County Cricket Club in November 2021.

### The Baroness Grey-Thompson – Co-Chair of the Board

The Baroness Grey-Thompson grew up in South Wales in a family that cared passionately about sport. In 1988, she competed in her first Paralympic Games, winning a bronze medal in the 400m. She subsequently competed in five Paralympic Games, winning 16 medals for Great Britain (11 gold, four silver and a bronze), and has a further 13 World Championship medals (six gold, five silver and two bronze). She also won the London Marathon six times between 1992 and 2002 and has held over 30 world records.

Following her retirement from athletics in 2007 she has continued to work in various capacities in the sport sector, where she has sat on numerous boards and charities gaining extensive experience in sports governance. Her appointments include the London Marathon Board, Chair of ukactive, Chair of the Duke of Edinburgh Awards and an academy member of the Laureus World Sport Academy.

The Baroness Grey-Thompson has spent the last 12 years working in politics on a range of issues as a life peer on the recommendation of the House of Lords Appointments Commission. In 2017, she wrote an independent Government report on Duty of Care in sport which made several recommendations about how to support and protect participants. She was appointed to the Club's Board in May 2022 and Co-Chair in January 2023.

### Trevor Strain – Deputy Chair of the Board

Trevor Strain began his career at Arthur Andersen before moving to Tesco Plc in several roles until his appointment as UK Property Finance Director and subsequently UK Planning and Reporting Finance Director.

Trevor joined the Morrisons' Group in 2009 as Commercial and Operations Finance Director and then as Finance Director Corporate where he took responsibility for Morrisons' Group's productivity programmes. Trevor joined the Morrisons' Group Board as Chief Financial Officer in 2013 and assumed the additional responsibilities of Group Commercial Director in 2018. He was subsequently appointed as Chief Operating Officer, a position he held until 2022. Trevor is a member of the Institute of Chartered Accountants in England and Wales and was appointed to the Club's Board in March 2021. In line with normal governance practice, he will also stand down as Deputy Chair after the AGM to give the new Chair the opportunity to select a deputy.

### Lucy Amos

Lucy Amos is an expert in managing and communicating brand perception to create a positive impact on the world. One of Lucy's key areas of expertise is identifying a brand's core qualities and using its heritage to reposition as a fresh innovative proposition that appeals to all audiences in a highly digitalised world.

Lucy has worked for The Walt Disney Company for ten years and currently oversees all social media across 16 EMEA territories and the UK business. In this role, she is responsible for running Disney's flagship brand accounts, setting brand and content strategy, managing brand reputation on social media and much more. Lucy has developed partnerships with leading sports organisations such as Sport England, the FA and UEFA.

Prior to this, Lucy served as head of PR at Turner, overseeing consumer and corporate PR across its UK broadcasting arm. Having publicly handled and advised on a plethora of high-profile, challenging and delicate situations over the last 20 years for a range of organisations and brands, Lucy is an expert at being able to identify and introduce solutions and opportunities that demonstrate real change both internally and externally.

Lucy was appointed to the Club's Board in May 2022.

### Leslie Ferrar

Leslie Ferrar worked at KPMG for nearly 30 years, running their Employment Tax business for many years, and was part of the Partner Board that ran KPMG's global tax practice. After KPMG, Leslie spent 7 years managing the corporate services functions for Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall.

Leslie has served in various non-executive roles over the past ten years, including as a member of HMRC's Audit Committee, a member of the Council for the Economy for the Vatican, a member of the council of Durham University, as a trustee for The Princes Trust, Breast Cancer Now, the Queen's Commonwealth Trust and the Roman Catholic Diocese of Westminster, and as a member of the International Integrated Reporting Council. Leslie was appointed to the Club's Board in May 2022.

### Nolan Hough

Born in South Africa, Nolan Hough has held senior roles with global brand leaders such as Sennheiser Electronic UK, Manchester Airport Group and Manchester United Football Club.

Nolan's principal expertise has been in digital transformation, having built an ecommerce business from the ground up at Manchester Airport Group,



where as Managing Director, he developed new revenue streams through the sale of technology and commercial services to the United States and Australia.

At Manchester United, Nolan was accountable for the P&L at Old Trafford, where he transformed the ticketing and contact centre platforms whilst increasing revenue and margins for the club. He was appointed to the Club's Board in May 2022.

#### Yaseen Mohammed

Yaseen Mohammed grew up in Bradford and now sits as the chair of Park Avenue Bradford, a busy community cricket club that caters for a diverse group of players and teams. Yaseen's commitment to cricket in Yorkshire is further demonstrated by his time as a trustee of the Yorkshire Cricket Foundation.

Yaseen has held several senior roles in the built environment sector, both public and private. An expert in urban generation, Yaseen has run his development consultancy for the last ten years where he advises across the development cycle, specialising in the interface with the public sector on behalf of his developer clients.

Yaseen is also actively involved in many community initiatives, including playing a key role in setting up the BAME business committee, part of the West and North Yorkshire Chamber, supporting the office of the Lord Mayor in Leeds on its charity committee, and acting as conduit between the BAME business network and various stakeholder organisations across West Yorkshire. He was appointed to the Club's Board in May 2022.

#### Kavita Singh

Kavita Singh is a lawyer of thirty years standing having been admitted as a Solicitor in England and Wales in 1992. Kavita read Law at the University of Cambridge and subsequently completed further management studies at Cambridge University's Judge Business School and Oxford University's Said Business School.

Kavita's legal career started at international law firm Clifford Chance where she worked within the firm's International Banking and Capital Markets Division. As a specialist finance lawyer, Kavita then served for a number of years as Vice President /Executive Director and Counsel with Goldman Sachs.

Following this, Kavita has served as International General Counsel in the energy sector and is now International General Counsel in a US-listed Global Healthcare corporation where she leads legal services across 12 jurisdictions.

Kavita has over a decade of C-Suite experience at International Chief Legal Officer level within multinational listed corporations. She has extensive experience of serving on boards of organisations within the United Kingdom and a number of other international jurisdictions. Kavita regularly advises on best practices relating to governance. She was appointed to the Club's Board in May 2022.

#### Richard Levin

Richard Levin has been a member of Yorkshire County Cricket Club for 45 years and has served on the Members' Committee for the last 15 years. In this role he has shaped the future of the Club by representing his fellow members.

Richard has a depth of experience gained over 30 years in the corporate world, including board level positions in several consumer-based businesses including the Daniel Footwear Group, Pure Collection Ltd and XSem Ltd. Richard is currently the Chief Executive Officer and co-founder of successful online luxury retail brand Loop Cashmere. He is also a prominent member of the Jewish community in Leeds.

Richard was elected to the Club's Board as one of two Members' representatives in November 2022.

#### John Jackson

John Jackson is a longstanding member of Yorkshire County Cricket Club with extensive experience and involvement in grassroots cricket in the Airedale and Wharfedale League.

Outside cricket, John is a barrister specialising in family law and the deputy head of an award-winning barristers' chambers headquartered in Leeds. He is also the chair of the management company Plowden Facilities Ltd, which runs the barristers' chambers.

John is a brave advocate, specialising in representing women in domestic abuse cases, as well as vulnerable clients in care cases.

John has held many posts in local cricket, including deputy chair and junior chair of North Leeds Cricket Club and Child Welfare Officer of the Airedale and Wharfedale Junior Cricket League, and has been a North Leeds Cricket Club committee member for more than 20 years. John was also recently appointed as a trustee of the Yorkshire Cricket Foundation and having been appointed to the Club's Board in November 2022 is the second Members' representative.

The Board also operates with the following sub committees:

#### Nominations Committee

The Nominations Committee is formally constituted by the Club Rules and is responsible for recommending to the Board suitable candidates for independent and Members' representative non-executive director positions and proposing persons for election as President or Vice-Presidents. It is chaired by The Lord Patel of Bradford and the other members of the committee are Trevor Strain, Club President Geoff Cope, The Baroness Grey-Thompson, Lucy Amos and Kavita Singh.

### Audit, Governance and Risk Committee

The Audit, Governance and Risk Committee provides oversight of the financial reporting process, the audit process, systems of internal control and compliance with laws and regulations. It is also responsible for risk management at the Club. The committee has responsibility for assessing the performance, effectiveness and objectivity of the external auditor and meets at least annually with the auditor as part of this process. It is chaired by Leslie Ferrar and the other members of the committee are Trevor Strain and Kavita Singh.

### Remuneration Committee

The Remuneration Committee assists the Board in developing the remuneration policy for the Club and determining remuneration of senior employees. It is chaired by Trevor Strain and the other members of the committee are Leslie Ferrar, The Baroness Grey-Thompson and Nolan Hough.

### Pathways Committee

The Pathways Committee assists the Board with the development of the County Age Group talent pathway. It is chaired by Trevor Strain and the other members of the committee are The Baroness Grey-Thompson and Yaseen Mohammed.

### 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. The committee is made up of Graeme Greenfield (Chair), Charlotte Evers, Howard Ray, Pauline Beesley and Christopher Woodthorpe. Richard Levin was also a member of the committee prior to his election to the Club's Board.

## 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 consisting of annual budgets, periodic forecasts and detailed monthly reporting which includes cashflow 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 Chair, and;
- 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 held currently by Trevor Strain.

## Board Members' Responsibilities

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

## Board Attendance for 2022

Name	Possible	Actual
Lucy Amos	4	2
Leslie Ferrar	4	3
Darren Gough	5	4
The Baroness Grey-Thompson (Co-Chair)	4	4
Neil Hartley	1	1
Nolan Hough	4	4
Paul Hudson	3	2
Yaseen Mohammed	4	4
The Lord Patel of Bradford (Co-Chair)	5	4
Kavita Singh	4	4
Trevor Strain (Deputy Chair)	5	5
Stephen Vaughan	1	0

Directors have also attended a significant number of ad hoc working meetings and calls outside the formal structure of meetings. An up-dated table including meetings since the start of 2023 will be provided at the AGM.

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 Act 2014 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, and;
- 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 Board Members 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; and 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.



## Directors' Remuneration

Other than the total remuneration of key management personnel, which is disclosed in note 3 to the financial statements, there is no requirement under FRS 102 or the Co-Operative and Community Benefit Societies Act 2014 to provide details of directors' remuneration. Nevertheless, the Board believes in the importance of operating transparently and in accordance with Tier 3 of Sport England's Code for Sports Governance, and therefore publishes the following specific disclosures of remuneration and fees paid to Directors for their non executive directors duties or for other duties (other than ex-officio directors, who are exempt from disclosure under that code).

Before May 2022, members of the Board were not entitled to any fees. Since May 2022, rule 21.6 of the Club states that members of the Board who are not ex-officio members are entitled to receive a fixed fee of £500 per day for their services, capped at £6,000 per annum. They are also reimbursed for reasonable expenses incurred in the course of their duties. However, no Non-Executive Director has been paid any fees in either year, and the only amounts paid as remuneration were to Lord Patel for a period in 2021 and 2022 when he was acting in an executive capacity under the terms of a Service Agreement with the Club.

The total paid in the year to the senior management team which comprises the Board, including the ex-officio directors, and the other members of the executive team listed on page 4, was £952,378 (2021 - £1,727,858).

The totals received by the Non-Executive Directors in each year were as follows:

Year ended 31 December 2022	Fees	Remuneration	Expenses Reimbursed
	£	£	£
The Lord Patel of Bradford	-	104,167	-
The Baroness Grey-Thompson	-	-	-
Lucy Amos	-	-	336
Leslie Ferrar	-	-	158
Nolan Hough	-	-	-
John Jackson	-	-	-
Richard Levin	-	-	-
Yaseen Mohammed	-	-	-
Kavita Singh	-	-	-
Trevor Strain	-	-	373
	-	104,167	867

Year ended 31 December 2021	Fees	Remuneration	Expenses Reimbursed
	£	£	£
The Lord Patel of Bradford	-	38,141	-
Roger Hutton	-	-	-
Neil Hartley	-	-	-
Hanif Malik	-	-	-
Stephen Willis	-	-	-
Trevor Strain	-	-	-
	-	38,141	-









# Statement of Comprehensive Income & Income Statement

for the year ended 31 December 2022

	NOTE	2022 £	2021 £
<b>Revenue:</b>			
International ticket and hospitality revenue		4,274,299	4,534,103
Domestic ticket and hospitality revenue		1,537,326	1,139,039
England and Wales Cricket Board		4,275,987	4,204,494
Commercial revenue		3,086,810	2,586,945
Subscriptions		645,839	569,103
Other revenue		314,482	1,017,909
		14,134,743	14,051,593
<b>Cost of Sales:</b>			
International match and hospitality costs		2,023,827	1,915,046
Domestic match and hospitality costs (home fixtures)		787,931	530,417
Commercial costs		250,643	241,124
		(3,062,401)	(2,686,587)
<b>Cricket Expenses:</b>			
Staff remuneration and employment expenses		3,271,694	2,961,561
Development expenses		857,530	487,165
Other Cricket expenses		537,109	360,601
Domestic match costs (away fixtures)		289,998	238,061
		(4,956,331)	(4,047,388)
<b>Overheads:</b>			
Infrastructure and ground operations		2,439,715	2,188,462
Administration		1,281,146	1,430,775
Commercial		1,280,356	946,388
Ticket and membership office		356,197	196,796
		(5,357,414)	(4,762,421)
<b>Profit Before Interest, Tax, Depreciation and Amortisation (EBITDA)</b>		758,597	2,555,197
Interest		(926,617)	(790,238)
Depreciation	6	(579,392)	(621,144)
Release of capital grants	10	166,709	183,375
		(1,339,300)	(1,228,007)
<b>(Loss) / Profit Before Exceptional Items and Tax</b>		(580,703)	1,327,190
Exceptional Items	5	(1,643,629)	(1,892,071)
<b>Loss After Exceptional Items but before Tax</b>		(2,224,332)	(564,881)
Tax credit / (expense)	4,11	55,000	(230,000)
<b>Loss After Tax</b>		(2,169,332)	(794,881)

There are no other items of comprehensive income other than those displayed above.

# Balance Sheet

as at 31 December 2022

	NOTE	2022 £	2022 £	2021 £	2021 £
<b>Assets Employed:</b>					
Investments	13		50		50
Fixed assets	6		28,168,244		28,514,165
<b>Current Assets:</b>					
Stocks		115,334		124,380	
Debtors	7	1,543,397		826,761	
Cash in hand		5,134		31,116	
		1,663,865		982,257	
<b>Creditors: Amounts Falling Due Within One Year</b>	8	(10,381,311)		(9,802,347)	
<b>Net Current Liabilities</b>			(8,717,446)		(8,820,090)
<b>Total Assets Less Current Liabilities</b>			<b>19,450,848</b>		<b>19,694,125</b>
<b>Funded By:</b>					
<b>Creditors: Amounts Falling Due After More Than One Year</b>	9		15,977,050		13,750,687
<b>Deferred Income - capital grants</b>	10		4,678,286		4,538,134
<b>Provision for liabilities</b>	15		850,000		1,290,460
			21,505,336		19,579,281
<b>Capital And Reserves</b>					
Called up share capital	12		167		170
Capital redemption reserve			723		720
Income and expenditure account			(2,055,378)		113,954
			(2,054,488)		114,844
			<b>19,450,848</b>		<b>19,694,125</b>

These financial statements were approved by the Board on 2 March 2023.

The Baroness Grey-Thompson - Director

Leslie Ferrar - Director

Andy Dawson - Club Secretary

*Tanna CDGT*

*leslie ferrar*  
leslie ferrar (Mar 2, 2023 13:57 GMT)

*Andy Dawson*  
Andy Dawson (Mar 2, 2023 14:48 GMT)



# Cashflow Statement

for the year ended 31 December 2022

	NOTE	2022 £	2021 £
<b>Cashflows From Operating Activities</b>			
Deficit for the year		(2,169,332)	(794,881)
Adjustments for:			
Depreciation	6	579,392	621,144
(Decrease) / Increase in other provisions		(385,460)	535,460
Loan interest payable		926,617	790,238
Capital grants released		(166,709)	(183,375)
Tax (credit) / expense	4	(55,000)	230,000
(Increase) / Decrease in debtors		(716,636)	393,172
Decrease / (Increase) in stocks		9,046	(23,108)
Increase / (Decrease) in creditors		3,807,707	(2,916,685)
<b>Net Cash Inflow / (Outflow) From Operating Activities</b>		<b>1,829,625</b>	<b>(1,348,035)</b>
<b>Cashflows From Investing Activities</b>			
Purchase of fixed assets	6	(233,471)	(38,783)
Capital grants received	10	306,860	-
<b>Net Cash Inflow / (Outflow) From Investing Activities</b>		<b>73,389</b>	<b>(38,783)</b>
<b>Cashflows From Financing Activities</b>			
Loan interest paid		(926,617)	(790,238)
Repayment of borrowings		(116,972)	(2,710,730)
<b>Net Cash Outflow From Financing Activities</b>		<b>(1,043,589)</b>	<b>(3,500,968)</b>
<b>Increase / (Decrease) In Cash In The Year</b>		<b>859,425</b>	<b>(4,887,786)</b>
Cash and cash equivalents at 1 January		(943,923)	3,943,863
Cash and cash equivalents at 31 December		(84,498)	(943,923)
<b>Comprising:</b>			
Cash in hand		5,134	31,116
Bank overdraft included in creditors payable within one year		(89,632)	(975,039)



# Statement Of Changes In Equity

for the year ended 31 December 2022

	Called Up Share Capital	Capital Redemption Reserve	Income and Expenditure Account	Total
	£	£	£	£
Balance at 1 January 2021	147	743	908,835	909,725
Increase in share capital for net increase in members	23	(23)	-	-
Deficit for the year after tax	-	-	(794,881)	(794,881)
<b>Balance at 31 December 2021</b>	<b>170</b>	<b>720</b>	<b>113,954</b>	<b>114,844</b>
Balance at 1 January 2022	170	720	113,954	114,844
Decrease in share capital for net reduction in members	(3)	3	-	-
Deficit for the year after tax	-	-	(2,169,332)	(2,169,332)
<b>Balance at 31 December 2022</b>	<b>167</b>	<b>723</b>	<b>(2,055,378)</b>	<b>(2,054,488)</b>

# Notes To The Financial Statements

for the year ended 31 December 2022

## 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). The presentation currency of these financial statements is pounds sterling.

Under section 100 of the Co-Operative and Community Benefit Societies Act 2014 (the Act), none of the Club's fixed asset investments meet the definition of a subsidiary. The Act only requires a consolidation to be prepared where investments meet the definition of a subsidiary of a subsidiary, and under FRS 102 an entity is exempt from preparing consolidated financial statements if not required by the applicable statutory framework (in this case, the Act). As such, consolidated financial statements have not been prepared.

The Act has no requirement for the disclosure of directors' remuneration and FRS 102 only requires the disclosure of remuneration to Key Management Personnel. As such, this disclosure is made in Note 3.

### (a) Revenue

All revenue is accounted for on an accruals basis except for donations which are accounted for in the year of receipt.

Revenue represents amounts receivable, excluding VAT, from the following sources:

#### International ticket and hospitality revenue

Amounts receivable from ticket sales and hospitality directly attributable to staging international cricket matches in Yorkshire, recognised when the relevant match takes place.

#### Domestic ticket and hospitality revenue

Amounts receivable from ticket sales and hospitality directly attributable to staging domestic cricket matches in Yorkshire, recognised when the relevant match takes place.

#### Subscriptions

Amounts receivable from members in respect of the season in the current year, recognised on receipt unless received in respect of a future season, in which case it is treated as deferred income and recognised in the following year.

#### England and Wales Cricket Board (ECB)

Amounts receivable from the ECB in the current season distributed from central funds in accordance with the County Partnership Agreement (CPA) and any one-off amounts receivable from the ECB outside the CPA such as payments relating to The Hundred and performance-related payments for England players. ECB fees received in respect of future seasons are treated as deferred income. ECB contributions to fund capital projects are treated as deferred income and are released to the Income Statement by equal instalments over the expected useful lives of the relevant assets in accordance with the accounting policy for fixed assets and depreciation set out below.

#### Commercial revenue

Amounts receivable from stadium naming rights and other sponsorship, ground advertising, retail operations, catering commissions, indoor cricket centre facility hire, dinners and other events. Sponsorship and other income received in respect of future seasons is treated as deferred income.

#### Other revenue

Amounts receivable not falling into the above categories.



#### (b) Fixed asset investments

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

#### (c) Fixed assets and depreciation

Fixed assets are held at cost less depreciation. All expenditure in connection with the development of Headingley Cricket Ground and the related facilities has been capitalised, including finance costs relating to and incurred during the course of construction.

Depreciation is calculated to write down the cost of fixed assets by equal annual instalments over their expected useful lives. The periods generally applicable are:

Buildings	
- Clean Slate 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. Depreciation is only charged once a discrete phase of any development is completed. All other expenditure on repairs 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 Headingley Cricket Ground and related facilities are included within the Balance Sheet as deferred income, and are released to the Income Statement by equal instalments over the expected useful lives of the relevant assets in accordance with the accounting policy on fixed assets and depreciation set out above.

Grants of a revenue nature are credited to the Income Statement 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 Club 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 Club's balance sheet when the Club 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 at bank and in hand, 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 cashflows from the asset expire or are settled, or when the Club 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 Club after deducting all of its liabilities.

#### Basic financial liabilities

Basic financial liabilities, including overdrafts and loans, 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 Club's contractual obligations expire or are discharged or cancelled.

#### Deferred Income

Income received relating to future periods is recognised as deferred income. Income to be recognised in less than 12 months is treated as a current liability and anything over 12 months as a non-current liability.

#### (h) Finance Costs

Finance costs are charged to the Income Statement 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) Tax

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

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.

#### (j) Exceptional Items

Exceptional items are any items viewed as being linked to an event one off in nature and material in value, which are disclosed separately as this allows for a fairer and clearer presentation of the underlying trading during the year.

#### (k) Operating Leases

Operating lease costs are charged over the relevant lease term on a straight line basis.

#### (J) Judgements and key sources of estimation and uncertainty

The preparation of the financial statements required management to make judgements, estimates and assumptions that effect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

1. Tax - Management estimation is required to determine the amount of deferred tax assets that can be recognised, based upon likely timing and level of future taxable profits together with an assessment of the effect of future tax planning strategies. Further details are provided in note 4.

## 2. Financial Position - Going Concern

#### The Background

The financial statements for the year ended 31 December 2022 cover the first English summer of cricket not disrupted by the Covid-19 pandemic since 2019, including an England Test Match against New Zealand. The financial statements are also prepared against the backdrop of actions taken by the Club following findings of institutional racism in November 2021, which were considered essential to enable the lifting of the suspension of the Club's right to host international cricket in March 2022.

As a result of these actions, the Club has incurred a number of additional costs in the year which have impacted on its profitability, including a restructuring of the County Age Group pathway for which the Club has taken operational responsibility from the Yorkshire Cricket Board. In doing so it has become the first county in the country to completely remove any fee for being part of the pathway system, which removes significant barriers to participation but has resulted in a greater level of expenditure being borne by the Club. Additionally, the Club has conducted a review of its staffing needs in several areas which has led to the creation of a number of new roles which will help to ensure that its operations continue to comply with high legal and professional standards of governance.

Exceptional, one-off expenditure has also been incurred in the year, predominantly linked to the settlement of employment claims brought by former employees and associated legal fees (all of which have now been settled and paid), the whistleblowing hotline created by the Club and legal cost in relation to the Cricket Disciplinary Committee (CDC) hearing into the Club. Over the course of 2021 and 2022 this exceptional expenditure has totalled £3.5m. Further exceptional expenditure will be incurred in 2023 on legal costs since the year end, the potential costs of two remaining commercial claims against the Club, and if any financial penalty is imposed by the CDC. The Club has, however, accepted the CDC charges so will not incur any further time or expense in arguing liability and is now required only to attend the hearing to make submissions on the level of sanction to be imposed. Specific provisions have been made for any amounts that can be reasonably quantified.

#### Current Situation and Outlook

Loans totaling £14.9m (2021: £14.9m) from the Graves Trusts included capital repayments totaling £3.0m in October 2022, but the cashflow pressure brought about by the exceptional expenditure meant the Club would have been unable to make these repayments. This resulted in negotiations with the Trusts in advance of the liabilities falling due and the Club is grateful for the support shown by the Trusts in deferring repayment of those amounts to expiry of the facility in October 2024. The only further capital repayments due on those loans before maturity total £0.5m due to the Trusts in October 2023.

The Club also has an overdraft facility with HSBC of £1.9m (2021: £1.9m) which is repayable on demand and is due for renewal in August 2023. HSBC have confirmed their current intention to renew the facility in the normal course of business. At the year end, despite significant cash inflows from ticket and hospitality sales for the 2023 Ashes Test, the Club had used £0.1m of this overdraft facility.

The Club is not due to host a Test Match in 2024. As such, there is not expected to be a significant cash inflow from advance ticket sales in late 2023 despite Headingley hosting both an ODI and T20 in 2024. The Club has produced a long-term financial plan which shows a cash shortfall of c. £3.5m in addition to the current overdraft over the next twelve months; shortly afterwards it will need to have made arrangements to repay the remainder of the Graves Trust loans in full by October 2024. Therefore, without a refinancing of its debts or other additional funding the Club will not currently be able to meet its liabilities as they fall due in the foreseeable future, being a period of twelve months from the date of approval of these financial statements.

In order to secure the necessary funding, the Club has commenced a process to refinance the loans from the Graves Trusts with new facilities totalling £20m that will cover the cash needs of its financial plan for the foreseeable future. As part of that process, the Club has approached prospective lenders identified by the Board in the UK and overseas with the help of external advisors, and has commissioned those advisers to assist in taking the transaction to the lending market in order to access the widest possible pool of potential loan capital. This work is continuing but given the current number of potential sources of finance the Board considers it reasonable to assume that the necessary funding can be put in place.

The need for a satisfactory conclusion of the refinancing, which is outside the direct control of the Board, results in a material uncertainty which may cast significant doubt on the Club's ability to continue as a going concern. Notwithstanding the risks to the successful completion of the refinancing and the ongoing material uncertainty, the Board believes that, in light of all the possible routes that are currently being explored, it is reasonable to conclude that the necessary funding can be put in place such that the Club can continue to meet its liabilities as they fall due for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements). Therefore, it remains appropriate to prepare the financial statements on a going concern basis. The financial statements do not include any adjustments that would result from the basis of preparation being inappropriate.



### 3. Employee Numbers and Costs

The average number of persons employed by the Club (including Board Members) during the year, analysed by category, was as follows:

	2022	2021
Players (including Academy and Northern Diamonds players)	52	46
Non-playing full time employees	61	50
Seasonal and casual employees	19	17
	132	113

The aggregate payroll costs of these persons were as follows:

	£	£
Wages and salaries	5,268,773	5,023,294
Social security costs	523,739	509,510
Contributions to pension schemes	279,436	314,920
	6,071,948	5,847,724

Key management personnel are considered to be the Board and Executive Team as defined on page 4. The total remuneration of key management personnel in the year amounted to £952,378 (2021 - £1,727,858). 2021 comparative adjusted so it no longer includes employers National Insurance contributions as this is considered to be a business expense rather than forming part of an employees remuneration.

The Club operates defined contribution pension schemes for the benefit of employees and the assets of these schemes are administered independently from those of the Club.

### 4. Tax

	2022 £	2021 £
Deficit for the year before tax	2,224,332	564,881
UK Corporation Tax at 19.00%	(422,623)	(107,328)
Expenses not deductible for tax purposes	48,981	100,216
Increase in tax rate on deferred tax balances	-	181,159
Capital allowances in excess of depreciation	57,464	117,807
Non taxable income	(31,675)	(34,841)
Unutilised tax losses carried forward	352,778	-
Adjustments in respect of prior periods	(90,481)	(27,013)
Other	30,556	-
Total tax (credit) / expense	(55,000)	230,000

The UK corporation tax rate will increase from the current rate of 19% to 25% with effect from April 2023. As the deferred tax liability in respect of Accelerated Capital Allowances (Note 15) is expected to unwind after this date, the liability was remeasured in the prior year to be provided at 25%. An additional deferred tax asset for accumulated tax losses has not been recognised due to uncertainty of when this will be utilised, and therefore gives rise to an unrecognised deferred tax asset of £537,500 (2021: £92,000).



## 5. Exceptional Items

During the prior year, following findings of institutional racism against the Club, it committed to a number of actions which the Board considered necessary for lifting the suspension of the Club's right to host international cricket. Any costs linked to these actions, including the settlement of employment claims, governance and listening reviews, EDI plan and the whistleblowing hotline, along with legal fees relating to the settlement of employment tribunal cases and the ongoing Cricket Disciplinary Committee investigation, have been treated as exceptional items as they are the result of actions outside of the ordinary course of business and are considered one off and material in nature. Additional information on exceptional expenditure is set out below but any more detail relating to the expenditure on settlement agreements cannot be provided due to confidentiality clauses.

	2022	2021
	£	£
Settlement agreements	195,452	1,275,501
Legal expenses	914,364	416,101
Other expenses - including whistleblowing hotline, governance and listening reviews and EDI plan	533,813	200,469
	1,643,629	1,892,071

## 6. Fixed Assets

	Headingley Cricket Ground			Cricket Centre			Assets in the Course of Construction	Total
	Freehold Land and Buildings	Plant and Equipment	Improvements to Pavilion	Freehold Land and Buildings	Plant and Equipment	Office Equipment		
	£	£	£	£	£	£	£	£
<b>Cost:</b>								
At 1 January 2022	27,586,665	6,854,480	4,453,421	608,624	798,891	378,580	-	40,680,661
Additions	-	60,194	-	-	-	29,627	143,650	233,471
At 31 December 2022	27,586,665	6,914,674	4,453,421	608,624	798,891	408,207	143,650	40,914,132
<b>Depreciation:</b>								
At 1 January 2022	4,615,469	5,645,277	494,787	261,632	785,554	363,777	-	12,166,496
Charged in the year	290,517	222,632	40,889	11,927	2,215	11,212	-	579,392
At 31 December 2022	4,905,986	5,867,909	535,676	273,559	787,769	374,989	-	12,745,888
<b>Net Book Value:</b>								
At 31 December 2022	22,680,679	1,046,765	3,917,745	335,065	11,122	33,218	143,650	28,168,244
At 31 December 2021	22,971,196	1,209,203	3,958,634	346,992	13,337	14,803	-	28,514,165

Assets in the course of construction refer to costs incurred on capital projects not complete at the year end, comprising the creation of a new Club website and installation of a new East Stand Scoreboard.

Certain fixed assets are subject to legal charges as detailed in note 9.

## 7. Debtors

	2022	2021
	£	£
Trade debtors	721,368	143,004
Deferred tax asset (see note 11)	347,000	347,000
Prepayments and other debtors	475,029	336,757
	1,543,397	826,761



## 8. Creditors: Amounts Falling Due Within One Year

	2022	2021
	£	£
Trade creditors	1,160,188	1,270,406
HSBC Overdraft (see note 9)	89,632	975,039
Deferred income	7,354,193	3,612,001
Accruals	620,737	517,395
Social Security and other taxes	529,905	333,029
CJ Graves Accumulation and Maintenance Trust Loan (see note 9)	166,667	1,000,000
J Graves Accumulation and Maintenance Trust Loan (see note 9)	166,667	1,000,000
CJ Graves 1999 Settlement Trust Loan (see note 9)	166,667	1,000,000
Leeds Beckett University Loan (see note 9)	94,477	94,477
Other creditors	32,178	-
	10,381,311	9,802,347

## 9. Creditors: Amounts Falling Due After More Than One Year

	2022	2021
	£	£
Leeds Beckett University Loan (see below)	614,102	708,579
CJ Graves Accumulation and Maintenance Trust Loan (see below)	4,536,833	3,703,500
J Graves Accumulation and Maintenance Trust Loan (see below)	4,536,833	3,703,500
CJ Graves 1999 Settlement Trust Loan (see below)	5,333,333	4,500,000
Debentures	289,280	311,775
Deferred income	666,669	823,333
	15,977,050	13,750,687
<b>Loans and borrowings maturity analysis:</b>		
In one year or less or on demand	684,109	4,069,516
In more than one year but not more than two years	14,790,757	594,477
In more than two years but not more than five years	283,432	12,002,206
In more than five years	236,193	330,671
	15,994,491	16,996,870

The balances included in the loans and borrowings maturity analysis comprise:

Loans of £4.7m owed to the CJ Graves Accumulation and Maintenance Trust, £4.7m owed to the J Graves Accumulation and Maintenance Trust and £5.5m owed to the CJ Graves 1999 Settlement Trust incur interest at a rate of 4.875% plus any excess in Bank of England base rate above 0.75%. £0.5m is repayable in aggregate to the three trusts in October 2023 with the balance repayable in October 2024. During 2022, an aggregate capital repayment of £3m was due to the three Trusts but prior to falling due this repayment was renegotiated such that it was added to the outstanding balance due for repayment in October 2024.

The CJ Graves Accumulation and Maintenance Trust and the J Graves Accumulation and Maintenance Trust have joint First Legal Charge over Headingley Cricket Ground and joint Second Legal Charge over the Cricket Centre. The CJ Graves 1999 Settlement Trust has Second Legal Charge over Headingley Cricket Ground and Third Legal Charge over the Cricket Centre.

The Club has an overdraft facility with HSBC Bank plc of £1.9m which incurs interest at a rate of 3.75% plus the Bank of England base rate. HSBC has a First Legal Charge over the Cricket Centre and a Third Legal Charge over Headingley Cricket Ground, and a fixed and floating charge over all of the assets of the Club subject to the other Legal Charges.

£1.5m of fit out costs on construction of the Clean Slate Pavilion in 2009 were due to be recovered by Leeds Beckett University via a lease of the Pavilion to the Club. In 2020, the Club took full ownership of the Pavilion and the remaining balance of £0.9m due under the lease was modified to a loan, which is repayable in quarterly instalments until June 2030. The loan incurs interest at a rate of 3 month SONIA plus 1.35% and is unsecured.

To contribute towards the fit out costs of the Clean Slate Pavilion, the Club issued a number of debentures between 2009 and 2017. The balance of these debenture loans is repayable in May 2024.

## 10. Deferred Income: Capital Grants

	2022	2021
	£	£
At 1 January	4,538,134	4,721,509
Received in the year	306,861	-
Released to the Income Statement	(166,709)	(183,375)
At 31 December	4,678,286	4,538,134

## 11. Deferred Tax Asset

	2022	2021
	£	£
At 1 January	(408,000)	(178,000)
Credit / (expense) to the Income Statement for the year (see note 4)	55,000	(230,000)
At 31 December	(353,000)	(408,000)
Included within debtors (see note 7)	347,000	347,000
Included within provisions for liabilities (see note 15)	(700,000)	(755,000)
	(353,000)	(408,000)
The elements of recognised deferred tax are as follows:		
Difference between accumulated depreciation and capital allowances	(700,000)	(755,000)
Tax losses	347,000	347,000
	(353,000)	(408,000)

## 12. Share Capital

	2022	2021
	£	£
Allotted, called up and fully paid Ordinary shares of 5p each	167	170

During the year there was a net decrease in qualifying members of 73. The total number of qualifying members as at 31 December 2022 was 3,335 (2021: 3,408). Each member of the Club owns one Ordinary share, and the rights attached thereto are contained within the Club's rules which can be found on the Club's website, or from the Secretary on request.

## 13. Investments

	2022	2021
	£	£
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 Headingley Stadium, St. Michael's Lane, Headingley, Leeds, LS6 3BR. This company was incorporated to facilitate the redevelopment of the North South Stand which at present is named the Howard Stand. The remaining 50% is held by Leeds Rugby.



## 14. Leasing and Capital Commitments

Future minimum lease payments under non-cancellable operating leases are as follows:

	2022	2021
	£	£
In one year or less	499,859	483,655
Between two and five years	184,000	184,000
Over five years	157,167	230,000
	841,026	897,655

Operating lease payments amounting to £670,477 (2021 - £630,058) were recognised as an expense in the Statement of Comprehensive Income and Income Statement and include the amounts identified in note 16 as payable to Headingley North South Stand (Cricket) Limited. The Club has no finance leases.

The Club has a capital commitment of £184,670 in respect of a new East Stand Scoreboard in 2023.

## 15. Provision for Liabilities

	2022	2021
	£	£
Deferred tax (see note 11)	700,000	755,000
Legal claims	150,000	535,460
	850,000	1,290,460

	£	£
Provision at 1 January	535,460	-
Amounts recognised in the Income Statement	195,452	535,460
Amounts paid during the year	(580,912)	-
Provision at 31 December	150,000	535,460

## 16. Related Party Transactions

During the year Yaseen Mohammed and John Jackson were both Board Members of the Club and Trustees of the Yorkshire Cricket Foundation (YCF), which awarded non-capital grants of £44,581 (2021 - £28,164) to the Club. The balance owed to the Club at 31 December 2022 was £44,506 (2021 - £25,202). The Club received invoices from the YCF of £25,080 (2021 £11,590) during the year and the balance owed by the Club at 31 December 2022 was £25,080 (2021 - £11,590).

During the year, Paul Hudson was a Board Member of the Club and Director of the Yorkshire Cricket Board (YCB), and the Club invoiced sales to the YCB of £80,105 (2021 - £181,214). The balance owed at 31 December 2022 was £6,283 (2021 - £nil). The Club was invoiced for costs of £58,000 by the YCB this year (2021 - £6,441) and £nil was due as at 31 December 2022 (2021 - £nil). The Club recognised accrued income of £61,800 (2021 - £nil) as at the year end in respect of services not yet invoiced to YCB. Additionally, the Club also recognised accrued costs of £72,000 (2021 - £nil) in respect of services not yet invoiced by the YCB at the year end.

During the year, Paul Hudson and Yaseen Mohammed were both a Board Member of the Club and a Director of Park Avenue Bradford Limited (PABL), and the Club recharged costs to PABL of £354 (2021 £nil). The balance owed to the Club at 31 December 2022 was £354 (2021 - £nil).

During the year, Paul Hudson was a Board Member of the Club and a director of Headingley North South Stand Limited (HNSS). The Club is also a 50% shareholder in HNSS (see note 13). Invoices totalling £3,600 (2021 - £4,800) were received by the Club from HNSS in 2022 and no balance was owing at 31 December 2022 (2021 - £nil).

Headingley North-South Stand (Cricket) Limited (HNSS Cricket) is a wholly owned subsidiary of HNSS. During the year the Club incurred costs of £583,029 (2021 - £887,840) payable to HNSS Cricket in respect of an annually renewable licence for the use of the Howard Stand. The current licence expires in August 2023 and the Club has the option to renew for a further 12 months. The balance owed to HNSS Cricket at 31 December 2022 was £nil (2021 - £161,476).

## 17. Audit Fee

The Club paid its auditor £27,590 (2021 – £21,905) in respect of the audit of these financial statements.

## 18. Contingent Liability

There is a contingent liability resulting from any sanction that may be imposed on the Club by the Cricket Disciplinary Committee following the Club's admission of guilt in respect of charges brought against it. As it is not been possible to reliably estimate the amount or the timing of any possible cash outflow, a provision has not yet been recognised.





# Independent Auditor's Report

## Opinion

We have audited the financial statements of The Yorkshire County Cricket Club Limited (the 'Club') for the year ended 31 December 2022 which comprise the Statement of Comprehensive Income & Income Statement, Balance Sheet, Cashflow Statement, Statement of Changes in Equity and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Club's affairs as at 31 December 2022 and of its loss 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.

## Material uncertainty relating to going concern

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

As disclosed in Note 2 of the Notes to the Financial Statements, the directors have identified a material uncertainty which 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. Such uncertainty relates to the expected future cashflows of the Club including the need to refinance its debt profile and secure additional funding. Our opinion is not modified in respect of this matter.

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

## Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Board Members are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

We have nothing to report in this regard.

## 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 strategic report and the directors' report.

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:

- whether the Club has kept proper books of account, and maintained a satisfactory system of control over its transactions, in accordance with section 75; or
- whether the financial statements are in agreement with the Club's books of account; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of the Board

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

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

## Extent to which the audit was capable of identifying irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the Club through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias; and

- Performing audit work over the timing and recognition of revenue and in particular whether it has been recorded in the correct accounting period due to complexities surrounding deferred and accrued income.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

## Use of our report

This report is made solely to the Club's Members, as a body, in accordance with 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*

Chris Butt (Mar 2, 2023 15:32 GMT)

Chris Butt (Senior Statutory Auditor)

for and on behalf of Azets Audit Services Limited

Chartered Accountants

33 Park Place  
Leeds  
LS1 2RY  
2 March 2023







# General Meetings

## Minutes

### Annual General Meeting 28 May 2022

The Annual General Meeting of The Yorkshire County Cricket Club was held in the Long Room at Headingley on 28 May 2022 at 10am.

#### PRESENT

The Lord Patel of Bradford (Chair) - LP

Paul Hudson (Club Secretary) - PH

Andrew Dawson - AD

James Carr - JC

Chris Thomson - CT

Mark Stephens - MS

Before the meeting could begin, James Greenfield asked a question regarding why the media had been excluded from the meeting. AD said the Club want members to be able to discuss things openly without fear of being mis-quoted. He said if the media did want to attend, he would happily give them a membership form to fill out. There was a further complaint on the same subject from Robin Smith.

#### Welcome

LP introduced the top table, welcomed members and declared the meeting open. The Chair read out of the list of 16 Members that had sadly passed away since the previous AGM. One minute's silence was observed.

LP explained a clerical error that had been included in the Proxy Form for this meeting. LP apologised for the issue but stated the form was substantially correct and all Proxy Forms completed before the deadline were counted.

#### 1. To receive apologies

Darren Gough, Trevor Strain, Graeme Greenfield, Bill Mustoe, Alan Hicks and Paul Dyson.

#### 2. Minutes of the AGM held on 20 March 2021 and the EGM held on 31 March 2022

The minutes of both the 2021 AGM and 2022 EGM were approved as a correct record.

#### 3. To receive a report from the Chair

2021 was the most difficult year in the Club's history. LP stated that he is heartened that it is possible to meet in person to discuss the future with greater confidence than would have been possible six months ago.

Members will see from the financial statements that the Club has incurred a £1.9m exceptional item for the year, which relates to the costs associated with the handling of the racism allegations. The Club has a financial plan including a comprehensive refinancing exercise.

From day one, LP committed to listen, learn and take action. However, real sustainable change doesn't happen overnight. The Club is at the foot of the mountain with a long way to go. We want to make this Club a place for everyone.

Following an independent governance review, changes have been made to allow us to meet the gold standard of Sport England's guidelines. LP thanked Members for their overwhelming support in voting for these changes at the EGM in March.

LP stated that he is delighted to have such strong candidates for the Non-Executive Director positions which Members have been voting on. LP confirmed that he will be stepping back to be the Non-Executive Chair.

LP stated that passion of the Members will help to drive this Club forward. Great progress has been made including the return of Internationals, the development of a culture of EDI, adopting a zero-tolerance policy against anti-social and anti-discriminatory behaviour and making Headingley a welcoming place for all. A great partnership with Lahore Qalandars and The Titans had been developed that will help the Club in many ways.

The Club had assembled a new coaching and support staff, spearheaded by Darren Gough and Ottis Gibson. The Northern Diamonds continue to be a source of pride for the region, having reached two finals in 2021. Significant changes had been made to the Pathways to make it the best in the country.

LP noted that a vast number of sponsors had returned in addition to new partners and he thanked them for joining the Club on the journey.

LP finished by stating that the Club wanted to keep working hard to ensure it was an organisation that all communities in Yorkshire could call their own.

#### 4. To approve the Accounts, together with the Independent Auditor's Report thereon, for the year ended 31 December 2021.

CT, the Club's Finance Director, described how the year had started in uncertain times with Covid and ended it the same way for different reasons. Turnover and EBITDA had only been bettered in 2019 when the Club hosted an Ashes Test and four World Cup games. However, events at the end of year caused many financial problems with a significant level of unbudgeted expenditure.

The return of international cricket allowed the Club to find a financial way through. Without this, it would have been very difficult for the Club to continue. In the interim period, the Club was grateful to the ECB for an advance of income to allow short-term cash flow support.

CT stated the Club is a Going concern despite the anticipated challenge in making loan repayments due in 2022. This is caused by the exceptional expenditure and negotiation on repayment to creditors will be required. The Club has had positive conversations with the Graves Trusts and HSBC who have been very supportive. CT stated that the Club's debt will likely have to increase and 2022 will be a transitional year with a reduction in income and increasing costs.

Tim Emmet asked about a dispute around a commercial contract that he assumed to be Wayne Morton's business and why the Club hadn't published the total possible maximum cost. CT said that the most likely case had been noted in the accounts and that a maximum amount would signpost to claimants the most the Club was able to pay.

Martin Butterworth asked about why the number of members had reduced.

AD replied that the Club last reconfigured membership in 2013 and it grew until 2018. The Club is keen to look at reconfiguring the membership to make it a more attractive proposition for all and will be surveying and listening to Members as part of this.



Steven Wilkinson asked about the provisions in accounts for settlements and Tony Vann asked how the Club had got to the exceptional items figure?

PH stated that the disclosure standard for any audited financial accounts.

Robin Smith stated that he had read a story in the Daily Mail about the Board not contesting the claims in the employment tribunal and asked whether this meant that the Board accepts the coaches were not guilty of racism and that there was no racism at Yorkshire CCC at all.

PH stated that he hadn't read the article, but going on what Robin Smith described, it is wrong. The Club hasn't commented on it because it hasn't seen it.

There were 474 in favour of adopting the Report and Accounts for the year ended 31 December 2021 and 22 against, a majority of 95.6%. The Accounts for the year ended 31 December 2021 were adopted.

#### 5. To receive a report from the Acting Chief Executive

LP stated that PH was due to retire last year but had kindly stayed on to help. He is now planning to take his well-earned retirement in the near future. As such the Club had appointed AD as the Chief Operating Officer to manage the day-to-day business whilst it looks at recruiting for the role. AD will give this report.

AD stated that he had been at the Club for ten years, and a member for eight. During that time, he's got to know a lot of Members.

AD wants to drive positive, meaningful change every day, ensuring that cricket is a game for everyone. He wants the members to feel as close to the Club as they have ever done in its history and is keen to reconfigure membership to welcome everyone here. He wants to ensure playing staff have all the support they need for sustained success and aligned to that create a high-performance system to develop more players. Also, he wants the Club to be more financially stable and not as reliant on international cricket.

AD wants everyone to come together to ensure we are the most welcoming

and inclusive Club, inspiring more people to pick up bats and balls. He wants to create a blueprint for all sports Clubs to follow.

AD stated that it's important everyone stays together to ensure we are the very best, most inclusive Club in the world of cricket.

#### 6. To receive a report from the Interim Managing Director of Cricket

Darren Gough was unfortunately unavailable today due to cricketing responsibilities. He will speak to Members at a Forum in Scarborough later in the year.

#### 7. To receive a report from the Director of Women's Cricket

JC said that the growth of women's cricket continues to soar. 2020 could have been a watershed moment but Covid-19 scuppered that.

2021 provided some light with restrictions eased. On the field, it was a great success making two finals, but unfortunately falling short on both days. Nevertheless, the Northern Diamonds has a group of players that are really passionate about driving cricket in the north, who were hurt to fall short.

JC thanked the Club and ECB for the additional support they'd provided, including funding an increase in support staff from four to nine and also additional contracts for up to eight full-time players.

Courtney Winfield-Hill galvanised the regions to create a great pathway and Academy. It was a real success, and we will see players progressing to the first team, including two debutants from the Academy this year.

The success is down to the support of the Club, a great welcome from all at Yorkshire and ambitions to make cricket gender balanced.

#### 8. To re-elect as President, Geoff Cope

There were 496 votes in favour of Geoff Cope being elected as President and 10 against, giving a total of 98% in favour of the resolution. Geoff Cope was duly elected.



**9. To announce the results for the election to the Board for the following nominees:**

A) Lucy Amos

There were 366 votes in favour and 67 against, giving a total of 84.5% in favour of the resolution.

B) Leslie Ferrer

There were 373 votes in favour and 51 against, giving a total of 88% in favour of the resolution.

C) Nolan Hough

There were 360 votes in favour and 63 against, giving a total of 85.1% in favour of the resolution.

D) Yaseen Mohammed

There were 373 votes in favour and 52 against, giving a total of 87.8% in favour of the resolution.

E) Kavita Singh

There were 388 votes in favour and 48 against, giving a total of 89% in favour of the resolution.

F) The Baroness Grey-Thompson

There were 399 votes in favour and 47 against, giving a total of 89.5% in favour of the resolution.

**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**

The proposed rule changes are included below:

1. Rule 13.5 shall be amended by the insertion of the words "including, without limitation, any members who have not provided email addresses to the Club," immediately following the words "all members entitled to receive it" and the insertion of an additional sentence at the end of that Rule:

"The Club shall send a copy of the notice by post to any members who have not provided an email address to the Club."

2. Rule 21.6 shall be deleted and replaced with the following:

"Members of Board, who are not ex officio members of the Board, shall be entitled to a fee of £500 per day for their services which shall be calculated on pro rata basis depending on the basis of their expended time. No other remuneration shall be payable for their services as a Board member."

3. Rule 29.2 shall be amended by the insertion of the following words at the beginning of the rule: "Subject to Rule 13.5, any" in place of "Any".

There were 441 votes in favour and 53 against, giving a total of 89.3% in favour of the resolution.

**11. To announce the result of the re-election of Pauline Beesley to the Members' Committee**

There were 407 votes in favour and 30 against, giving a total of 93.1% in favour of the resolution.

**12. To consider the election of Neil Hartley as a Vice President**

There were 494 votes in favour and 17 against, giving a total of 96.7% in favour of the resolution.

**13. To award the Presidents' medal**

LP stated that Charlotte Evers has been awarded a Presidents' medal and will be presented it on the field of play this year.

**14. To appoint Azets Audit Services 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 2022 are laid.**

There were 479 votes in favour and 20 against, giving a total of 96.2% in favour of the resolution.

**15. Any other business**

Questions were asked as follows:

- the location of the dug outs blocking the view from their seats. AD said it is dictated by where the pitches are. He said the Club will do its best to provide as many of the best views as possible.
- regarding the small number of Members voting. AD said there is little the Club can do about it.
- why Members can't have real ale in glass. AD said the Club will look into the selection but is working hard to be sustainable hence the compostable cups.
- Gary Ballance's situation with the Club and whether he is receiving the care he needs. AD said that he had recently spoken to Gary while Ottis and Darren were in regular contact and he was in a much better place than he was.
- The Gaddafi Stadium that the Club is now associated with through its partnership with Lahore Qalandars. AD said the stadium is owned by PCB who it is understood are looking to rename it. He said the Club's partnership is with Lahore Qalandars, not the PCB.
- the Members' Committee should all be voted for by the membership. AD said any changes would require a change of rules but it's definitely a consideration.
- when the Club would accept real money. AD said that the stadium is cashless and the days of accepting cash are behind us.
- whether Harry Brook had been capped. It was confirmed he had been at Scarborough in 2021.
- why the nominations committee need to whittle member's candidates to the board down. PH stated that the process was set out in the Club rules.

LP made a correction for the minutes regarding MS, who has worked with the Club on a pro-bono basis and who not only believes in the changes here but is becoming a cricket fan.

LP finished by thanking PH for sticking with the Club and for many years of service.

The meeting was closed at 11:16am.



## Minutes Extraordinary General Meeting 11 November 2022

**An Extraordinary General Meeting of The Yorkshire County Cricket Club held in the Long Room at Headingley on 11 November 2022 at 6pm.**

### PRESENT

The Lord Patel of Bradford (Chair) (LP)

Andrew Dawson (AD)

Leslie Ferrar (LF)

Darren Gough (DG)

Kavita Singh (KS)

### Welcome

LP welcomed Members to the EGM. LP also welcomed non-executive directors KS, LF, Chief Operating Officer AD, Managing Director of Cricket DG and Yaseen Mohammed, Lucy Amos, Nolan Hough and The Baroness Grey-Thompson. Neil Snowball, ECB Managing Director of Cricket.

### Apologies

Stephen Vaughan, James and Felicity Greenfield, Pauline Beesley, Andrew Hopkins and Trevor Strain.

### Voting

AD confirmed that Richard Levin had been elected to the Board with 86% of votes in favour: 428 votes were cast with 367 for and 61 against.

AD confirmed that John Jackson had been elected to the Board with 80% of votes in favour: 427 votes were cast with 340 for and 87 against.

Three members had written in to request whether a poll was required for the four resolutions. AD confirmed that all four resolutions are special resolutions where a two third's majority is required.

### Resolution One

AD introduced Resolution One which stated "That the Rules of the Club be amended to reflect the adoption of a new Members' Code of Conduct as set out in the notice of EGM."

KS stated that the Club are recommending the code as its believes that it reflects good governance and is the right thing to do. Codes of Conduct are found in several members Clubs. Whereas the vast majority of the membership have upheld high standards of conduct, the Code will help deal with a minority of unpleasant incidents including via email, letters and social media messages that the Club has unfortunately had to deal with.

KS said that there was some concern expressed that the Board could unilaterally change the code, however there is no present intention of changing the Code from its present form, however, if there are any material changes required in future, the Board would bring this back to the membership.

Chris Barron said that he voted against the proposal as it at the moment it raises more questions than answers at the moment but if it was worded differently, he may have had a different view, and if he was to be subject to legalistic rules and ground regulations wanted confirmation on the arbitrator of any breach of the code. If it were to be breached, would Members have a right to dismiss or appeal?

KS gave an example of inappropriate behaviour from a member without naming names to illustrate the type of issues the Code was designed to address and confirmed that the existing process in the Rules relating to member misconduct would continue to apply.

Chris Wheeler believed that the Club were asking Members to back a resolution on conduct but questioned the Board's conduct. He believed that the Club committed an unlawful act by dismissing 15 staff.

AD said that all Members of the Club should abide by the same rules.

Anthony Sugare said that he does not condone harassment of staff. He did believe that the Club were trying to stifle criticism from Members or the Yorkshire Post, referring to letters in the newspaper where he was concerned that criticism of the Club would be considered as bad conduct.

KS outlined the content of the code of conduct which expressly sets out that it does not fetter freedom of speech but is simply there to deal with inappropriate conduct. KS reiterated that if there are any material changes to the Code, they would go back to the membership.

An unnamed member said that he understands the decisions made as the Club was on the brink of disappearing. The member said that he supports the resolution and thinks that they are in tune with other companies.

John Mann said that he believes the debate is confused and referred to the code of conduct from Leeds United who have expelled three members who have been abusive. He says that major companies in Leeds have introduced code of conducts and said that the code of conduct is sensible and that it asks people to be decent to one another.

Chris Edmondson, the Club's Chaplain, thanked JM for reiterating what the vote is for. Criticism of the right kind is not excluded from this code of conduct.

Stephen Wilkinson said that he believed in a code of conduct, but was concerned that this restricts freedom of expression. AD asked where does this restrict Members' freedoms? There are many things that people may or may not disagree with and asked where in the conduct does it state that views are restricted.

AD stated that the code was to address discriminatory behaviour.

AD brought questions to an end and asked for poll cards to be collected.

### Resolution Two

AD read out Resolution Two which stated that the Rules of the Club be amended to allow Members to have their say on matters relating to the Club at the point of taking out a membership as set out in the notice of EGM.

AD said that the resolution was proposed to ensure that membership is more inclusive and offers a more welcoming experience.

CB asked how do you guard against entryism where a whole clutch of people can join as a member, try to force through changes to rules.

AD said that he believes that this is a fair and welcoming thing to do and stated that the Club thinks that it is the right thing to do. AD added that he fully understands the concerns.

An unnamed member asked whether any other county has no qualification period for memberships. AD asked Neil Snowball who believed that it might vary across cricket.

AD brought questions to an end and asked for poll cards to be collected.

### **Resolution Three**

AD introduced Resolution Three which stated that the Club's Chair is to oppose any permanent reduction in the number of First-Class County Championship fixtures for future seasons, unless considered by a prior ordinary resolution of the membership.

AD recalled a members' forum with DG where he asked whether the members would like to see a reduction of County Championship cricket, when no hands were raised and ran through the results of a members survey.

AD introduced Neil Snowball from the ECB to speak to Members regarding the High Performance Review.

NS provided context on the High Performance Review. The ECB asked Andrew Strauss to carry out the review to see what can be done in an ever-changing world to produce the best possible players. 17 recommendations were made of which 15 were approved. Two related to domestic cricket, focusing on playing, rest and travel. The feedback was that the schedule wasn't sustainable, particularly for multi-format players and fast bowlers.

NS said that there was lots of discussion still going on throughout the country. The volume of cricket was one element but the aim was to decrease the gap between International and First-Class cricket, have more competitive matches and provide more opportunities for rest.

NS said that the global game is changing "unbelievably quickly" but the ECB wanted to keep its best players playing international and county cricket.

AD made clear that there were no changes to the domestic structure in 2023.

Paul Coupland asked why was there a large amount of money being "chucked away" on a competition that no-one else plays. NS said that The Hundred is a new competition that has done exactly what it had set out to do, increase the appeal of people coming to venues and bring in a wider audience on TV.

AD said that 66% of attendees at The Hundred in 2022 had never attended a game at Headingley before.

NS said that the ECB also want a strong and vibrant domestic game.

CB said that the integrity of the County Championship has been lost and the only way to regain that is by playing 16 games. He also asked why the High Performance Review didn't consider The Hundred when looking at the scheduling.

NS said that he agreed on symmetry for the County Championship but there would be a scheduling challenge adding that Andrew Strauss wasn't told to exclude The Hundred from the High Performance Review.

Richard Batho referred to around 20,000 people attending Middlesex versus Yorkshire in 2016 and asked whether the ECB will promote the County Championship.

NS referred to the increase in viewers of live streaming and how it was launched with a primary focus on the County Championship. NS said that he is seeing more dual advertisements at counties and would encourage this.

Rupert Jones asked where Yorkshire see their members coming from if there is a reduction in cricket.

AD said that he believed a reduction in the T20 Blast would be beneficial due to the schedule. He added that for the first time since 2013, the Club is looking to change its membership offering and was excited that the restructure will encourage more members.

AD brought questions to an end and invites votes for resolution three.

**AD brought the results of Resolution One and Two.**

**Resolution 1 was passed, 70% of votes in favour: 310 votes were cast with 217 for and 93 against.**

**Resolution 2 was passed, 70.6% of votes in favour: 316 votes were cast with 223 for and 93 against.**

### **Resolution Four**

AD moved onto Resolution Four which stated that any specific proposals for reform received from the ECB for a vote of the county chairs will (to the extent practicable) also be put to an ordinary resolution by members

AD invited questions but no questions were asked.

### **Any Other Business**

AD invited Members to a Christmas Carol service at Headingley on Friday 16 December following the success of other events throughout the year.

Chris Edmondson described his delight at being involved in previous events and looked forward to the Christmas event.

### **AD read the results of Resolution Three**

**Resolution 3 was passed, 99.1% of votes in favour: 316 votes were cast with 313 for and 3 against.**

AD invited Darren Gough to discuss cricket matters with the Members. He expressed his disappointment at relegation but shared his delight at the Second XI winning the Second XI Championship.

He clarified his role as Managing Director of Cricket but said that he was disgusted with the facilities at Headingley and invited Members on a tour following the AGM.

DG said that in his opinion, the Club has gone backwards in the past ten years and asked Members to get behind the team to create unity.

### **AD read the results of Resolution Four.**

**Resolution 4 was passed, 97.5% of votes in favour: 315 votes were cast with 307 for and 8 against.**

### **AD closed the formal part of the meeting.**

An unnamed member asked why Finlay Bean and Joe Root didn't play in the final games, whether there was a possibility of Adil Rashid playing red ball cricket and whether cricket will go back to Abbeydale.

DG said that Finlay Bean had a broken finger and Joe Root said that he wasn't available as he needed to rest. He added that he would love Adil Rashid to play red ball and has tried his best to persuade him to play but that it won't happen due to the financial rewards of franchise cricket Adil would like to play for as long as he can.

DG would love to play at Abbeydale but AD said that there were concerns over the facilities and wicket. The Club visited Sheffield to conduct focus groups and knows how passionate they are about cricket. It was an area that cannot be neglected.

Stephen Wilkinson asked why did the Club not give Steven Patterson another contract.

DG said that Patterson was going to retire before deciding that he might not later in the summer. In the first six weeks of the season, the Club had struggled to bowl teams out and it was obvious that pace was required.

Patterson spoke to DG in June and asked about the possibility of signing another contract, DG referred to Ottis.

DG said that Ottis said that if the Club got the players in that they wanted next season, Patterson wouldn't be in the first XI. DG reiterated that Pat-





terson opted to retire.

Tony Vann asked LP where the Club are in regards to financing and LF, Chair of Audit and Risk provided an update. The results of the Club will be presented at the AGM, including exceptional items.

For refinancing, LF said that the Club owe the Graves Trust nearly £15m to be repaid in October 2024. The refinancing process is underway with initial expressions of interest already received.

AD closed the meeting by congratulating Richard Levin and John Jackson on their appointments, and thanked NS for attending. AD also thanked the non-executive directors and finished by thanking members for their time and support.

**The meeting closed at 7.48pm.**



# Members' Committee Report

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

Chair	Graeme Greenfield
Elected Members	Pauline Beesley
	Charlotte Evers
	Howard Ray
Appointed Members	Graeme Greenfield
	Chris Woodthorpe
	Richard Levin - resigned 14 November 2022
In Attendance	Andy Dawson, Commercial Director
	Paul Hudson, Acting Chief Executive Officer
	Lord Patel of Bradford, Co-Chair YCCC
	Treve Whitford, Head of Marcomms and Customer Experience

2022 once again proved to be a challenging year for the Members' Committee.

The committee has continued to meet regularly, holding six meetings in 2022 with the appropriate Board Members being present. Each meeting is appropriately recorded with the detailed minutes subsequently being submitted to the Club's Board.

There continues to be a good relationship between the members of the committee and the Board Members who attend the meetings. The committee would like to place on record their thanks to Andy Dawson for his efforts as Acting Chief Operating Officer and also for his engagement with the Members' Committee. He was the lead from the Club and engaged and consulted in a way we have not been since autumn 2021.

The Members' Committee have continued to challenge the Club on the men's team's performance in both red and white ball cricket. This was done very effectively when Ottis Gibson attended one of the meetings. He was very honest and open to Members' views.

The Members' Forums returned and were held at both Headingley and Scarborough. Darren Gough's attendance at Scarborough proved to be a great success.

I would encourage all Members to attend the forum meetings in 2023. It is your opportunity to ask questions directly of the Board Members and YCCC employees who attend.

There is no need to wait until a forum to share your views as committee members are happy to speak to you throughout the season. You can find us before the start of play and during the tea interval in the Long Room at most county games at Headingley or can be emailed at [ycccmemberscommittee@gmail.com](mailto:ycccmemberscommittee@gmail.com).

This year has seen many changes at the Club and the Members' Committee is no exception. Following the decision at the AGM to have Members' representatives on the Board, which the Members' Committee fully endorsed, we now need to find a role for the Members' Committee. The new membership system will need to be incorporated into the committee and the role of the committee needs to follow the governance review undertaken in 2021. The Members' Committee needs to remain involved with the Board and able to represent the Members' view with management.

There also needs to be continued transparency and improvements in the customer service for the Members.

In conclusion, I would like to express my sincere appreciation to all my committee colleagues this year. Richard Levin was elected to the Board as a member's representative and resigned from the Members' Committee. His hard work over many years on the committee should be acknowledged.

It continues to be a privilege to be Chair of the Members' Committee and I look forward to meeting Members during the coming season.

**Graeme Greenfield**

**Chair**

**Members' Committee**





# Notice of AGM and Agenda

Dear Member,

The Annual General Meeting of Members of The Yorkshire County Cricket Club Limited will be held in the East Stand Long Room, Headingley Stadium, Kirkstall Lane, Leeds, LS6 3DP on 24 March 2023 at 6pm 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 28 May 2022 and the Extraordinary General Meeting held on 11 November 2022. If any member has a query as to the accuracy of the Minutes, it should be raised with the Club in advance.
3. To receive a report from the Co-Chairs.
4. To receive a report from the Chief Executive Officer.
5. To receive a report from the Managing Director of Cricket.
6. To receive a report from the Regional Director of Women's Cricket.
7. To receive and approve the Accounts, together with the Independent Auditor's Report thereon, for the year ended 31 December 2022.
8. To consider the election of Dr Jane Powell as President.
9. To consider a special resolution to amend the rules of the Club, in accordance with the documents circulated with the notice of the meeting.
10. To consider the election of Geoff Cope as an Honorary Life Member.
11. To consider the election of Katherine Sciver-Brunt as an Honorary Life Member.
12. To appoint Azets Audit Services 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 31 December 2023 are laid.
13. Any other business.

Yours faithfully,

The Baroness Grey-Thompson, Co-Chair  
The Yorkshire County Cricket Club Limited

## NOTES

1.1 All votes under the postal ballot must be delivered on the prescribed voting form to the Clean Slate Pavilion, Headingley Cricket Ground, Kirkstall Lane, Leeds, LS6 3DP, to arrive by 6pm on Wednesday 22 March 2023. Online votes must be returned to [voting@yorkshireccc.com](mailto:voting@yorkshireccc.com) and completed by the same time.

1.2 With regard to the meeting, a member may appoint another person as proxy to exercise all or any of their rights to attend, speak and vote at the meeting. A proxy must be a member of the Club entitled to attend and vote at a general meeting. The appointment of a proxy will not preclude a member from attending and voting in person at the meeting.

1.3 To be effective, any proxy form must be completed, signed and sent:

1.3.1 by post to the Yorkshire County Cricket Club, the Clean Slate Pavilion, Headingley Cricket Ground, Kirkstall Lane, Leeds, LS6 3DP marked for the attention of the Club Secretary; or

1.3.2 during normal business hours on any weekday (Saturdays, Sundays and bank or public holidays in England excepted) by hand to the Yorkshire County Cricket Club, Headingley Cricket Ground, Leeds LS6 3BU marked for the attention of the Club Secretary; or

1.3.3 to [voting@yorkshireccc.com](mailto:voting@yorkshireccc.com) specified in the accompanying proxy form

in each case so as to be received not later than 6pm on 22 March 2023 or, if the meeting is adjourned, not less than 48 hours before the time appointed for holding any adjourned meeting.

1.4 Proxy forms may be sent by electronic means to the electronic address specified in the accompanying proxy form and will not be validly received by the Club if they are sent to any other electronic address. Only proxy forms will be validly received at that address. No electronic address set out in this notice, the accompanying proxy form or any other document relating to the meeting may be used for the purpose of sending information or documents to the Club, including documents or information relating to proceedings at the meeting, except as provided in this Note 1.4. Any electronic communication received by the Club that is found to contain any virus will not be accepted.









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

The Yorkshire County Cricket Club, Headingley Cricket Ground, Leeds LS6 3DP

**Telephone:** 0344 504 3099\* **Email:** [cricket@yorkshireccc.com](mailto:cricket@yorkshireccc.com)

Calls are charged at the same rate as a local call.



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## **Filing note**

At the AGM to approve the 2022 financial statements of The Yorkshire County Cricket Club on 24 March 2023, the Co-Chair informed members that the Board had concluded that the reference to “findings of institutional racism” on pages 13, 25 and 27 should instead read “allegations of institutional racism”. This amendment was not considered significant enough to require re-issuing and re-signing the financial statements so this filing note has therefore been appended to the copy submitted to the FCA.