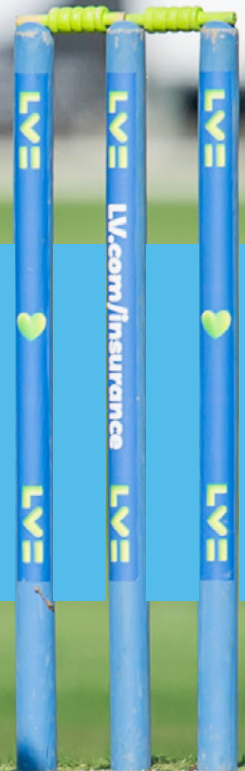


**ANNUAL REPORT
AND ACCOUNTS
2023**





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Officers and Advisors

PRESIDENT

Dr Jane Powell

THE BOARD

Chair

Colin Graves CBE (appointed 8 February 2024)
Harry Chathli (appointed 9 October 2023, resigned 2 February 2024)

Deputy Chair & Senior Independent Director

Phillip Hodson (appointed 8 February 2024)
Trevor Strain (resigned 2 February 2024)

Non-Executive Board Members

Leslie Ferrar (appointed 8 February 2024)
Sanjeev Gandhi
The Baroness Grey-Thompson DBE, DL
Sanjay Patel (appointed 8 February 2024)
Lucy Amos (resigned 12 January 2024)
Nolan Hough (resigned 12 January 2024)
John Jackson (resigned 7 February 2024)
Richard Levin (resigned 7 February 2024)
Yaseen Mohammed (resigned 12 January 2024)
Kavita Singh (resigned 12 January 2024)

Ex-Officio Board Members

Stephen Vaughan – Chief Executive Officer
Darren Gough – Managing Director of Cricket (resigned 13 March 2024)

Club Secretary

Harn Jagpal (appointed 8 September 2023)

EXECUTIVE TEAM

Andy Dawson – Commercial Director (Club Secretary until 8 September 2023)
Jessica Platts – Director of People & Culture
Paul Cooke – Acting Finance Director

AUDITOR

Azets Audit Services Limited
12 King Street
Leeds
LS1 2HL

BANKERS

HSBC Bank Plc
33 Park Row
Leeds
LS1 1LD

REGISTERED OFFICE

The Yorkshire County Cricket Club Limited
Headingley Cricket Ground
Leeds
LS6 3BU

Strategic Review - Chair's Statement

Firstly may I thank you all for supporting my proposal to the Board for refinancing of the Club. It became clear at the end of 2023 that the Club was in a very difficult financial position, and urgent action was required. Having been appointed onto the Board on 2 February 2024 and given clearance by the FCA on 8 February, I was once again elected Chair of our great club. It is an honour and a privilege to serve as your Chair, and I will do everything in my power to ensure that the Club returns to being a sustainable and profitable organisation. I look forward to receiving your ongoing support at the forthcoming AGM.

I hope you will agree, and see from their manifestos, that we have made some great additions to the board of directors, and I hope you will support them in the elections at the forthcoming AGM. The Board has also recommended Ian Townsend as a candidate for election to fill a member nominated director position. The Board feels he is ideally placed to represent the views of members and hopes he too will have your support at the AGM. We are wholly committed to having a truly diverse board and, to that end, the process is underway to recruit further independent non-executive directors. The Board will also consider reopening applications to appoint another member nominated director in due course.

The 2023 financial statements presented to you are very clear – it was an Ashes year for us, which should have been productive and profitable, but in the event there was a huge trading loss for the Club. The reasons behind this are explained throughout the financial statements but 2023 was definitely Yorkshire's ANNUS HORRIBILIS!

It is now time to draw line in the sand and look forward, and our first aim as a Board is to ensure we have a viable and sustainable business going forward. Tough decisions will have to be made, with administration and operating costs reduced and income increased at every opportunity, to maximise our solid base as an international venue and a Hundred franchise venue for Northern Superchargers. New investment will be brought into the Club to ensure its stability, and I thank everyone who has responded to assist me in achieving the refinancing requirements outlined in the annual report.

There are nevertheless many reasons ahead for us to be positive and optimistic. Investment into the Hundred competition is being explored by the ECB, and we are hosting an India test match in 2025. On the field I am also very optimistic for the future. We have a young men's squad with great talent emerging from our Academy and Pathways programme. Our first objective must be to win promotion into the First Division of the County Championship, so we can compete at the highest level of the game.

The women's and girls' talent is also very exciting in Yorkshire, and we will ensure that the support and investment required in the women's game is there to develop our players to compete at every level.

My mission statement from today is this - we are The Yorkshire County Cricket Club, we are ambitious to be the best, and we need to be performing at the highest level in all competitions, to produce the greatest and most talented players for our members, supporters, partners, and sponsors to watch and enjoy. Cricket can change lives and we want to put it at the heart of Yorkshire, inspiring all generations to connect with the game.

So I hope you all enjoy the 2024 season, and let's hope the sun shines on some great Yorkshire cricket.

Colin Graves CBE
Chair





SEAT UNIQUE

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YORKSHIRE CCC

*KRI

YORKSHIRE C



Strategic Review - Chief Executive Officer's Report



I hope all reading this are well, and we have a full and enjoyable summer of cricket ahead of us.

I looked back at last year's annual report and realised I had been CEO for a very short period when I wrote my first CEO's report. At the time I spoke of the cash shortfalls that had been inherited and the need to secure the financial security of the Club above all else. I may have understated the scale of the task, but having seen how the year materialised I am truly delighted that we are now in a situation where we have a solid foundation to build on for success.

It was a year unlike any I had experienced, both professionally and personally. A gargantuan effort was put in by a lot of people and a lot of thankless tasks were completed, but cricket in Yorkshire will be in a better place because of it.

Despite the obvious challenges, there were several successes that probably didn't get the airtime they deserved due to the financial priorities. We reached a conclusion on the Cricket Disciplinary Commission review which was a massive relief to all concerned, especially those in the playing department, as the threat of more points deductions now is behind us. This was key to the Club as we needed a clean start to the 2024 season, without immediately being at a disadvantage.

In addition, membership numbers have already surpassed last season, with the tweaks to the schemes receiving excellent feedback. Our Pathway programme goes from strength to strength, and we are really excited about the talent pool across both boys' and girls' cricket in the county.

It would also be remiss of me not to mention the incredible Ashes test that was played out to an England victory at Headingley. The Yorkshire public once again proved to be a favourite with both sets of players, as well as the Headingley wicket which received rave reviews too.

Behind the scenes we have held a number of workshops with staff and players to define what we want the future of Yorkshire cricket to look like on the field, in the community and with anybody that we come in to contact with. That work on defining our Mission, Vision and Values will be shared with members soon. It is important that we all understand and buy in to the journey and that we hold ourselves accountable for its delivery.

I said in last year's report that there is much to be optimistic about. I am even more certain of that view now, as we will be receiving new investment that will allow us to focus on the core elements of being the best we can be in all areas. The future of cricket in Yorkshire is exciting: we hope to secure a tier one Women's and Girls' team this year, the conversations around the Hundred are potentially extremely beneficial for us and we have some mouthwatering IT20 games this year, before going on sale for the Men's test match against India in 2025.

One thing we must always keep in our DNA is our passion to be the most welcoming and inclusive club in cricket. I have seen countless initiatives and real-life examples as to how that works in practice, and it makes me proud to see what we are achieving as a collective.

I look forward to seeing you all this season. Thank you for your support to date and here's to a great summer of cricket.

Stephen Vaughan
Chief Executive Officer



Strategic Review - Cricket Report

The cricketing highlight of the year was undoubtedly the Ashes Test at Headingley in July. While it's unlikely that anything could ever be as exciting as its 2019 equivalent, it was nevertheless a fantastic match in front of passionate Yorkshire crowds over four days, ending in a tight three wicket England win. In that context, the Club would like to congratulate Richard Robinson and his team, who produced an unbelievable test wicket that was recognised at the 2023 Grounds Manager of the Year Awards. Jasmine Nicholls in the Grounds team also had a fantastic year, the highlight being her part in the pioneering all female groundstaff for the England v Australia Women's International T20 at Edgbaston. In the same vein, congratulations to Scarborough's John Dodds, who won the ECB's Outground Pitches trophy.

The Club's coaching and science & medical teams are also appreciated for their continuing hard work. They have worked tirelessly and made huge strides in building a full team to cover all areas of sport science and medicine. Their impact on the men's and women's teams is invaluable, as England will agree after our staff helped Jonny Bairstow come back from a horrific injury. Thanks in particular are owed to Sophie Smith Moore who played a huge role in his rehabilitation and for supporting the wider team. We wish her all the best in her new role with England U19's.

In March 2024 Darren Gough stepped down from his role as Managing Director of Cricket. Darren came into the role in December 2021 following a very difficult period for the Club and has gone on to shape a young and exciting squad, overseeing positive developments in the pathways and recruiting a number of excellent support staff. He has helped to steer the Club through some turbulent times. Everyone at the Club would like to wish him all the best for the future, and we look forward to welcoming him back to Headingley again soon.

In December 2023, the Club also announced that James Carr was stepping down from his role as Regional Director of Women's Cricket for the Northern Diamonds. James oversaw the successful development of the Diamonds from the start of regional cricket in summer 2020, culminating in the side winning the Rachael Heyhoe Flint Trophy at Lord's in 2022. The Club is grateful to James for his work and wishes him well for the future too.

With the cricketing landscape changing rapidly, including the ongoing tender process to apply for a Tier 1 women's professional team, the Board will now take some time to consider the ideal structure for the cricket department that will put the Club in the best position to continue to lead the way on and off the field.

Men's cricket

2023 was always going to be a challenging year for the men's teams, with the uncertainty of the CDC investigation and the resultant threat of penalties hanging over the Club until the end of July. Nevertheless, although it was clear that a points deduction was likely to arise at some stage, the team wanted to play a positive brand of cricket and still believed it could win promotion out of Division 2 of the County Championship and advance in the T20 Blast. After a strong pre-season, where relationships were developed with a full roster of coaching and medical staff in place for the first time in a number of years, and with new recruits Matt Milnes, Ben Mike and Mickey Edwards looking sharp in training, there was excitement for the season ahead.

The pre-season tour to South Africa was, as ever, a great opportunity to get in some early practice but unfortunately we took the English weather with us. Little did we know this would be an ongoing issue but there was still

plenty of time to hone cricketing skills ahead of our first competitive match of the season.

That match against Leicestershire proved to be typical of the ups and downs of the next few months: after dominating the first three days we somehow managed to lose by three wickets with the opposition making nearly 400 on the last day, and we subsequently lost Matt Milnes for most of the season due to a back injury.

Rain delays during that match were definitely a sign of things to come as we ended up being affected by weather in every Championship game throughout the season, including a complete washout against bottom side Gloucestershire and much of the Scarborough festival rained off. That cost us many opportunities for points and though the 48-point CDC penalty eventually made promotion an impossibility, without that deduction we would still have finished third, just 12 points off promotion. This would have been an amazing turnaround for the team in extremely challenging circumstances.

The outstanding batting performer was Adam Lyth, scoring over 1,000 runs, and his partnership with Finlay Bean, not far behind with 983 runs in his first full season, regularly set us up in good positions. Plenty of our younger talent got opportunities, with George Hill continuing to improve and Matthew Revis having a good year playing all formats. Ben Coad was the pick of the bowlers, taking 36 wickets in the Championship.

When available, Club Captain Shan Masood was outstanding but was definitely missed from our batting order when away on international duty. Congratulations nevertheless to Shan on being appointed the Test Captain for Pakistan! Congratulations also to all the men's players that represented England: Jonny Bairstow, Harry Brook, Dawid Malan, Joe Root (who made up the first four places in the batting for England's recent ODI World Cup team) and Adil Rashid, alongside Matt Fisher who represented England A on tour to India. Finlay Bean was also selected for an England batting development trip to India at the start of 2024.

The T20 Blast season was ultimately another disappointment. After losing the opening three matches, we went on a winning streak of six matches, playing some amazing cricket with the highlight a win against Lancashire Lightning at Headingley. James Wharton also had an outstanding game against Worcestershire Rapids, scoring his first senior century with 111 not out. Then, with qualification still a possibility, we had a disappointing defeat to Derbyshire which adversely affected our net run rate, followed by two further defeats and the last two fixtures rained off. This left us two points short of qualification for the quarter finals.

The Club has recently seen the One Day Cup as a tournament for development of its younger players, as most of the senior squad get picked up for The Hundred. We were still determined to be successful but losing the first game on Duckworth Lewis due to weather, and seeing the next two abandoned without a ball being bowled, immediately put us in a difficult position to qualify. Good wins against Essex and Surrey were to no avail as we lost the final three games of the group.

From those competitions should be highlighted the contribution of Jafer Chohan, a student at Loughborough University who joined us from the South Asian Cricket Academy on a rookie contract and represented the Club in all the T20 Blast games. We also welcomed Yash Vagadia, who is studying at Durham University and joined us on a rookie contract. Lastly, the Club extends its thanks to Will Fraine and Jack Shutt who left us last year and wishes them all the very best for their future endeavours. One addition to the squad is Daniel Moriarty who has joined on a three year

contract after impressing whilst on loan from Surrey. The T20 Blast will see South Africa's Donovan Ferreira join us straight from the IPL, where he will be playing for Rajasthan Royals.

Women's Cricket

Following the success of the 2022 season when the Diamonds won the Rachael Heyhoe Flint Trophy (RHFT), the team looked to rebuild for the year ahead after key senior players retired and moved on to new ventures, with newly contracted academy graduates stepping up to the challenges of senior cricket. Coupled with off-field difficulties - missing an assistant coach for a large portion of the season and the Director of Women's Cricket stepping down at the end of 2023 - last year wasn't without its challenges. The Diamonds finished sixth in the RHFT, winning six of 14 matches and narrowly missing out on the knockout stages for both the 50-over and T20 competitions. In the Charlotte Edwards Cup, they finished fourth in the table with four wins from seven matches.

Consistent RHFT performances from Lauren Winfield-Hill (the tournament's highest run scorer) and Katie Levick (the second highest wicket taker) saw them recognised in the 2023 Metro Bank Women's Team of the Year. Young talent Lizzie Scott earned her first professional contract for the 2024 season by standing out with the new ball and five new Diamonds also debuted in 2023, including overseas players Chloe Tryon and Scotland international Katherine Fraser.

I believe the future is bright for the Diamonds heading into 2024, with Bess Heath awarded an England contract and captain Hollie Armitage joining her with a maiden England call-up in IT20s. Further down the pathway, academy players Erin Thomas and Maddie Ward have been selected for an England U19 series in Sri Lanka with Trudy Johnson one of the non-travelling reserves.

Academy and Pathways

On the back of a successful 2023 Men's Second XI season, we expect that 2024 will provide another great opportunity for the development of our academy and young professional players. Great strides were made in both multi-day cricket and reaching finals day in the T20 competition, losing to what was effectively the Derbyshire First XI in the semi-final.

It was great to see the likes of Ben Cliff, Will Luxton and James Wharton make their debuts in various forms of the game, with James' senior T20 performance mentioned above on the back of very good form in the second team. There were numerous other performances throughout the season to show progress of the players and while some have a way to go they are nevertheless making great strides.

After a huge amount of work revolutionising the Boys' and Girls' Pathway Programmes in 2022, the team have continued to remove barriers to cricket participation to reach a wider pool of talent. Achievements across the County Age Groups include the Under 16s who were 2023 National Runners Up, and the Under 18s who were 2023 Three Day Championship Winners and 2023 T20 National Runners Up. In addition, a number of



Yorkshire County Cricket Club Appearances

	LV= County Championship	Vitality T20 Blast	One Day Cup	Total
Matthew Revis	10	13	6	29
Dominic Bess	8	13	6	27
Adam Lyth	13	13	0	26
Shan Masood	7	13	6	26
Jordan Thompson	11	13	0	24
Jonathan Tattersall	9	12	0	21
Dawid Malan	7	13	0	20
Finlay Bean	13	0	6	19
George Hill	13	0	5	18
James Wharton	6	6	6	18
Benjamin Mike	1	11	5	17
Benjamin Coad	11	0	5	16
Jafer Chohan	0	13	0	13
Matthew Fisher	9	4	0	13
David Wiese	0	12	0	12
Dominic Leech	1	1	5	7
Harry Duke	0	0	6	6
William Fraine	0	2	4	6
William Luxton	0	3	2	5
Daniel Moriarty	4	0	0	4
Mark Steketee	4	0	0	4
Benjamin Cliff	2	0	1	3
Jack Shutt	0	0	3	3
Jonny Bairstow	2	1	0	3
Michael Edwards	3	0	0	3
Ryan Rickelton	3	0	0	3
Saud Shakeel	3	0	0	3
Matthew Milnes	2	0	0	2
Shai Hope	2	0	0	2



England Appearances

	Test	ODI	IT20	Total
Harry Brook	8	15	8	31
Adil Rashid	-	16	12	28
Dawid Malan	-	18	7	25
Jonny Bairstow	6	12	4	22
Joe Root	8	13	-	21
Bess Heath	-	1	1	2

29

Most Yorkshire Men's Appearances

Matthew Revis

players made it onto the England Pathway Programme, with ten ECB Young Lions Super 4s Players (U17), thirteen boys selected for the North of England at the Bunbury Festival (U15), and Noah Kelly and Louie Owens in England's U19 Development Programme.


Outlook

Anticipating the 2024 season, winter training has been extremely good and with a pre-season men's tour to Abu Dhabi we had the opportunity to play in a competitive tournament against Somerset and Warwickshire. The Diamonds have had their own trip to India at the end of March too.

The teams are looking forward to getting out on grass after a winter indoors and hopefully this will propel them into successful seasons, with the men's focus being on promotion to Division 1 of the County Championship. With even more women's cricket to be played in 2024 than before, the Diamonds have a great opportunity to consolidate last season's progress and go one step further again.

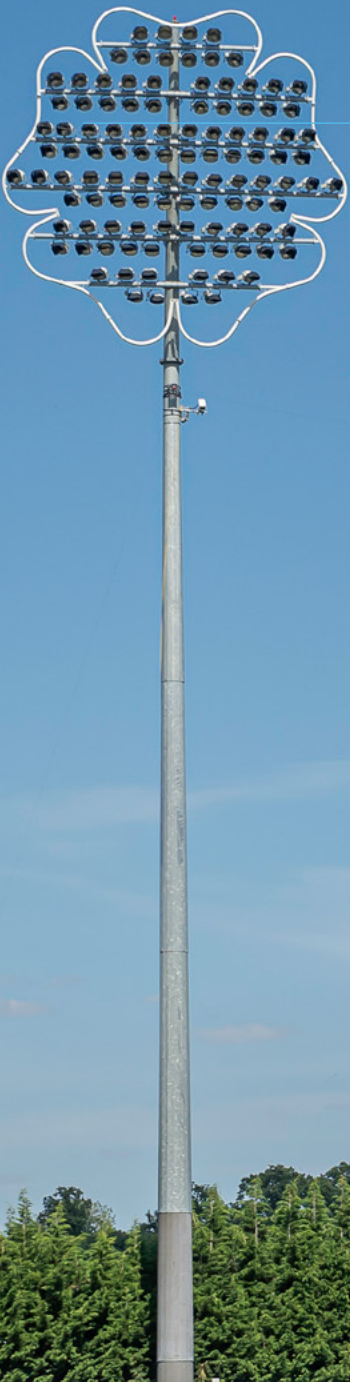
Phillip Hodson

Non-Executive Director responsible for Cricket

 Northern Diamonds Appearances

	Rachael Heyhoe Flint Trophy	Charlotte Edwards Cup	Total
Sterre Kalis	14	7	21
Katie Levick	14	7	21
Lizzie Scott	14	7	21
Lauren Winfield-Hill	14	7	21
Hollie Armitage	13	7	20
Leah Dobson	11	7	18
Bess Heath	9	7	16
Chloe Tryon	9	7	16
Grace Hall	8	7	15
Jess Woolston	12	-	12
Emma Marlow	11	-	11
Phoebe Turner	11	-	11
Abigail Glen	5	6	11
Katherine Fraser	2	7	9
Rebecca Duckworth	6	-	6
Sophia Turner	2	-	2
Rachel Slater	1	-	1
Beth Langston	-	1	1





AUSTRALIA 20-1		AUSTRALIA 20 for 1
USHANI KHAWAJA *	13	13 runs
MARNUS LABUSCHAGNE	6	Partnership
CURRENT BOWLER WOOD	0-0	Bowled 6.1
		Remain 47.5
	46 AHEAD	Last wicket: Warner c Crawley b Broad 1
	RADO 15:14	WOOD 0-0




 OFFICIAL METAVERSE PARTNER 

 Facility Management Service Providers  Facility Management Service Providers  Facility Management Service Providers






 #THECRICKETCOLLECTIVE  THANK YOU TO ALL OUR VOLUNTEERS 

Strategic Review - Finance Report

Despite the successful hosting of an Ashes test match at Headingley, 2023 ultimately proved to be another challenging year financially for the Club. The benefit of that Ashes test meant that revenue increased significantly year on year, from £14.1m in 2022 to £18.2m, though the additional hosting costs of such a high profile fixture and an overall increase in administrative costs resulted in earnings before interest, tax, depreciation and amortisation (the Club's key performance indicator) of £0.9m compared to £0.6m in the prior year. Unfortunately, a number of factors described in more detail below, including exceptional items and a writedown in the value of the stadium, have contributed to an overall loss of £7.1m for the year.

International Matches

The Club's ticket and hospitality income from hosting the Ashes test match amounted to £7.4m, which was £4.3m higher than the New Zealand test match in 2022 despite lasting four days rather than five, indicating the popularity of the fixture and its importance to the Club's financial results. It should be noted, however, that the costs of hosting the match, which include a staging fee payable to the ECB, stewarding and security, and the costs of delivering hospitality packages, were proportionally higher too, totalling £3.3m. The gross profit contribution to the Club's result for the year was therefore £4.1m.

The Ireland ODI generated income of £0.4m and a gross profit contribution of just over £50,000. The fixture was insured so the income was largely received in full despite the disappointment of it being rained off.

The Club is not hosting a test match in 2024 but sales of the Australia ODI in September and Pakistan IT20s in May had raised £1.6m by the year end, with general sale tickets for the Australia and Pakistan men's matches already sold out. Ticket sales for the Pakistan women's match, the first England women's T20 international to be played at Headingley, are also proceeding well.

Domestic Cricket

Ticket sales for the Vitality T20 Blast totalled £0.4m across the seven home matches, which was a 14% increase on 2022, including a sell-out of the thrilling Roses match.

The Hundred continues to generate significant income for the Club. As well as the £1.3m central distribution from the ECB, which is received by all first class counties, the Club earned a further £0.5m in staging fees and a share of the ticket income from the four matches played at Headingley.

Commercial and Other Revenue

Commercial income grew from £3.1m in 2022 to £3.3m, which again largely reflects the benefit of the Ashes: there was an increase in the catering commission earned from Sodexo under the revenue sharing arrangements with Leeds Rhinos, another record year for retail sales which exceeded £500,000 for the first time, and more than £650,000 from perimeter advertising during the internationals. We also maintained the level of sponsorship income, which built on the recovery last year after the significant loss of sponsors caused by the reputational damage to the Club in 2021.

Expenditure

Expenditure increased in a number of areas during 2023, reflecting amongst other things an increase in headcount as roles were filled in the executive team and in line with the governance changes that had begun to be introduced in the prior year. The wider economic environment also had an impact, particularly on the running costs of the stadium and through rising interest rates which increased the Club's borrowing costs.

Costs linked to actions the Board had taken in 2021 and 2022, comprising the Cricket Disciplinary Committee investigation, settlement of employment claims, governance and listing reviews, EDI plans and the whistleblowing hotline, have continued to be 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. In the current year, the legal and professional fees incurred in refinancing the Club's secured borrowings and working capital commitments have also been treated as exceptional items for the same reason. After incurring exceptional expenditure totalling £3.5m in 2021 and 2022 this meant that further exceptional expenditure of £1.9m arose in 2023.

Capital Investment

There was no major capital expenditure during the year, though a number of "behind the scenes" projects took place, such as the replacement of the East Stand scoreboard, installation of new CCTV and pitchside power systems, updated signage and refurbishment of the dressing rooms and other areas. Spending of just over £1m on fixed assets was largely covered by capital grants from the ECB's Infrastructure and Maintenance Fund.

During the course of the efforts to refinance the Club, various external valuations in respect of Headingley Cricket Ground and the Cricket Centre provided an indication that there may be an impairment of the carrying value of those assets as at 31 December 2023. Based on a forecast of future cashflows, including international matches that have been allocated to the Club up to 2031, the Board has estimated a value of £24.2m for those assets as at 31 December 2023, which results in a writedown of £4.3m.

Cashflows

Throughout the year the Club has utilised its overdraft facility with HSBC and is grateful for their continuing support in rolling that facility forward. There has been an increase in the amount borrowed during the year, predominantly reflecting the fact that Headingley is not hosting a test match in 2024. Men's international ticket sales tend to take place at the end of the calendar year, so in 2022 the Club had received significant sums for days one to four of the Ashes. In the equivalent period in 2023, the Club had received advance sales for the IT20 against Pakistan and the ODI against Australia, both of which had sold out on general sale before the end of the year, but this represents only two days of cricket. The reverse situation is expected in 2024, with tickets for the 2025 India test match going on sale later this year.

The Club was due to make repayments of £0.5m on its long term debt to the Graves Trusts in 2023 but as a result of the cashflow pressures brought on by both the pattern of international sales and the level of exceptional expenditure mentioned above, the Club agreed with the trustees to defer those payments to the maturity date of the rest of the debt.

During the year, the Club has on occasion received support from the ECB in advancing amounts that would ordinarily have been receivable later in the year.

Refinancing

At the start of 2023, the Club's secured debt was due for repayment in October 2024 and its overdraft facility was due to expire in August 2023. In addition, since the Club is not due to host a test match in 2024 and there was not expected to be a significant cash inflow from advance ticket sales at the end of 2023, the Board's financial forecasts indicated that a cash shortfall of c. £3.5m would arise during the year over and above the overdraft facility. There was therefore a requirement for the Club to refinance its debts or obtain additional funding to be able to continue to meet its liabilities as they fell due.

Refinancing (continued)

Continuing the work that was started in the prior year, the Club has incurred a range of additional costs which have impacted on its profitability, including a restructuring of the County Age Group pathway, for which the Club now has operational responsibility, and the creation of a number of new roles to help ensure that its operations continue to comply with high legal and professional standards of governance. The financial statements therefore continue to be prepared against the backdrop of actions taken by the Board following allegations 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. On top of exceptional expenditure in 2021 and 2022, a further £1.9m has been incurred during 2023 in relation to the matters above. The Board considers that all material costs of this nature have now been recognised in the financial statements but in consequence the Club's immediate working capital requirement was forecast to be £5.0m by the end of the year.

During the year, the trustees of the Graves Trusts agreed in principle to extend the repayment date of the Club's secured loans from October 2024 to October 2025. HSBC also extended the overdraft facility until August 2024 and have confirmed their current intention to renew the facility in the normal course of business. This gives the Club further time to enact a long term refinancing solution. The Board also sought to put in place agreed payment plans with its other major creditors and suppliers, which deferred settlement of significant liabilities to allow the Club to manage its cash position while sourcing funding that would meet its shorter term working capital needs. In January 2024, the Club agreed such funding with Colin Graves, involving a loan of £1m from Colin himself alongside his appointment to the Board and further loans of at least £4m from other individuals, which will be repayable when the Board considers, at its sole discretion, that the Club has sufficient funds to do so.

Outlook

As at the date of this report, £2.0m of those loans have been received by the Club, which has enabled the repayment of part of the deferred liabilities owed to its major creditors, and undertakings of further funding totalling £5.25m have been made, which would pay off the remainder of those balances. However, a formal time to pay arrangement has not yet been agreed with HMRC in relation to c. £0.9m of outstanding liabilities and there is no firm commitment regarding the remaining £5.25m of loans.

The Board has reviewed cashflow projections, including significant inflows expected later in 2024 from the sale of tickets for the India test match in 2025, which indicate that the Club will be able to meet its liabilities as they fall due on the assumption that at least £3.0m of the further funding is received and agreement is reached with HMRC, or additional funding is received to enable repayment of that HMRC balance in full. Since these actions are outside the direct control of the Club and therefore cannot be relied upon, there remains a material uncertainty which may cast significant doubt on the Club's ability to continue as a going concern.

In the event that sufficient funding is not obtained, Colin Graves has undertaken to provide the necessary support. The Board considers, therefore, that it is reasonable to assume that both these requirements can be successfully achieved such that the Club can continue to meet its liabilities as they fall due, being a period of at least twelve months from the date of approval of these financial statements. It therefore remains appropriate to prepare the financial statements on a going concern basis and the financial statements do not include any adjustments that would result from that basis of preparation being inappropriate.

Paul Cooke
Acting Finance Director



Strategic Review - Corporate Governance

The Board

The board of directors of the Club (the Board) is responsible for approving Club policy and strategy. It meets on approximately a monthly basis, or more frequently if business needs require, and all significant commercial issues and all capital expenditure of a material value are escalated to the Board. The senior management team of the Club 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 (the Rules) allow for up to twelve Board Members, made up of ten Non-Executive Directors and two ex-officio Executive Directors, the Chief Executive Officer and Managing Director of Cricket. The Non-Executive Director positions are currently filled by:

Colin Graves CBE – Chair of the Board

Colin Graves founded the Costcutter chain of convenience stores in 1986 and grew the company into a household name with more than 1,600 stores and annual sales of £640m, before selling a 49% stake to Bibby Line Group in 2007, and the remaining 51% to Bibby in November 2011.

The Club has always been special to Graves and alongside a group of three other Yorkshire businessmen, he saved it from financial ruin in 2002 and enabled it to purchase the freehold of Headingley Stadium.

Colin went on to be Executive Chair of the Club from 2012 to 2015, was elected Deputy Chair of the England and Wales Cricket Board in 2013 and was then appointed as its Chair from 2015 to 2020. He was made a CBE in the 2020 New Year Honours for services to cricket.

Colin was appointed to the Board and as Chair in February 2024.

Phillip Hodson – Deputy Chair of the Board

Phillip played cricket for Cambridge University and Yorkshire CCC Second XI between 1971 and 1974, and over 300 matches for MCC between 1978 and 2000. He subsequently served as President of the MCC in 2011 and 2012, and as Chairman of the MCC Foundation from 2016 to 2023.

He built up Oval Insurance Group from a one man business to one of the largest privately owned corporate brokers in UK, with over 1,200 employees before it was sold to AJ Gallagher for £220m in 2014. He then acquired UK Global Insurance in 2016, selling it to Howden in 2022 for 80 times its initial value, and currently owns a number of property and property management businesses.

Phillip was appointed to the Board and as Deputy Chair in February 2024.

The Baroness Grey-Thompson DBE, DL

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 Chair of the Duke of Edinburgh's Awards and an academy member of the Laureus World Sport Academy, and she was previously on the London Marathon Board and Chair of ukactive.

Baroness Grey-Thompson has spent the last 14 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 Board in May 2022, acting as Co-Chair and Chair between January 2023 and October 2023 and for a brief period in February 2024.

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 seven 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, Deputy Chair of the council of Durham University, as a trustee for The Princes Foundation, 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 Board in May 2022.

Sanjeev Gandhi

Sanjeev is an experienced executive and non-executive director, with a background in the media, technology and philanthropy sectors. He is currently independent non-executive director at 450plc, a media and technology acquisition vehicle, and a trustee of the Fidelity Foundation. He is also a former non-executive director of the Hundred Board at the ECB. He founded and was CEO of Reach to Teach, an educational NGO based in India. Other previous roles include Director of Strategy and Distribution as part of the European start up team at Yahoo!, Head of Strategic Development at BBC Worldwide and a senior consultant in the Global Telecoms Group at Coopers and Lybrand (PWC).

Sanjeev was appointed to the Board in February 2024.

Sanjay Patel

Sanjay is a lifelong cricket fan and has been involved in the game since an early age. He played club cricket till he was 40 and represented Scotland at national and all age levels. He is now seen at his local cricket club coaching the juniors.

Sanjay started his career in the drinks industry working in various brand, commercial and strategy roles for companies such as Diageo and Heineken. He joined the ECB in 2015 as Chief Commercial Officer, where he ran the revenue, audience, event, digital and data side of the business. Under his leadership the ECB doubled its revenues and returned cricket back to the BBC.

In 2019, he became Managing Director of The Hundred. Sanjay led the development of The Hundred from inception and delivered the first three years of the tournament. He left the ECB in September 2023 and is now working as an advisor and consultant in sport.

Sanjay was appointed to the Board in February 2024.

The Board (continued)

The Board also operates with a number of subcommittees, as explained below.

Nominations Committee

The Nominations Committee is formally constituted by the Rules and is responsible for recommending to the Board suitable candidates for independent and Member nominated non-executive director positions and proposing candidates for election as President or Vice-Presidents. It is chaired by Colin Graves and the other members of the committee are Phillip Hodson (Deputy Chair), Dr Jane Powell (in her capacity as Club President), Sanjay Patel and Allan Leighton. An external appointment, Allan has had many high profile roles, including Chief Executive of Asda from 1996 to 2000, Non-Executive Chairman of Royal Mail from 2002 to 2009, and Chair of the Co-Operative Group from 2015 to 2024.

Lord Patel, Harry Chathli, Trevor Strain, Kavita Singh and Lucy Amos were also members of the committee during 2023.

Audit, Governance and Risk Committee

The Audit, Governance and Risk Committee provides oversight of the financial reporting process, the audit process, systems of internal controls and compliance with laws and regulations. It is also responsible for risk management at the Club and assesses 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 Sanjeev Gandhi and Baroness Grey-Thompson. Trevor Strain and Kavita Singh were members of the committee during 2023.

Remuneration Committee

The Remuneration Committee assists the Board in developing and administering a fair remuneration policy for the Club and determining remuneration of senior employees. It is chaired by Sanjeev Gandhi and the other members of the committee are Leslie Ferrar and Sanjay Patel. Trevor Strain, Baroness Grey-Thompson and Nolan Hough were members of the committee in 2023.

Pathways Committee

The Pathways Committee assists the Board with the development of the County Age Group talent pathway. Since February 2024 it has been a working sub-group rather than a formal Board committee and its members will be appointed in due course from the wider pool that has been enabled by this change. Trevor Strain, Baroness Grey-Thompson and Yaseen Mohammed were members of the committee in 2023.

Members' Representative Group

The Club encourages effective communication with its members and the Members' Representative Group, as defined in the Rules, is appointed for that purpose. The group is chaired by Graeme Greenfield and the other members are Pauline Beesley, Charlotte Evers, Howard Ray and Christopher Woodthorpe.

Charlotte Evers and Howard Ray are due for re-election at the forthcoming AGM. Charlotte is eligible for election for a further one year term in accordance with the Rules and Howard is eligible for a further two year term.

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 Board 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 with defined responsibilities, appropriate authorisation limits and short lines of communication to the Chair, and;
- a Senior Independent Board Member 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 Phillip Hodson.

Board Members' Responsibilities

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

The Co-operative and Community Benefit Societies Act 2014 (the Act) requires the Board Members to prepare financial statements for each financial year. 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 the Act 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 Act. 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 financial statements confirm that, so far as they are aware, there is no relevant information of which the Club's auditor is unaware and each Board Member has taken all the steps that they ought to have taken as a Board 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

The Rules state that Board Members who are not ex-officio directors are entitled to receive a fee of £500 per day for their services, capped at £6,000 per annum, and require disclosure of the resulting remuneration for each year. The totals payable to the Non-Executive Directors in each year are therefore shown in the tables below. With effect from February 2024, the Non-Executive Directors have agreed to waive any fees due to them.

The total payable 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 £1,301,924 (2022 - £952,378).

Year ended	Fees	Remuneration	Expenses reimbursed
31 December 2023	£	£	£
The Lord Patel of Bradford	-	-	-
The Baroness Grey-Thompson	-	-	-
Harry Chathli	2,710	-	1,080
Lucy Amos	6,000	-	-
Leslie Ferrar	6,000	-	-
Nolan Hough	6,000	-	-
John Jackson	6,000	-	-
Richard Levin	6,000	-	-
Yaseen Mohammed	6,000	-	-
Kavita Singh	-	-	-
Trevor Strain	-	-	-
	38,710	-	1,080

No Board Member received any remuneration in 2023.

Lord Patel, Baroness Grey-Thompson, Kavita Singh and Trevor Strain waived their fees for both 2022 and 2023.

Harry Chathli, Leslie Ferrar and Nolan Hough deferred payment of any fees for 2022 and 2023 until completion of the Club's refinancing, and therefore received the relevant amounts owed to them in 2024.

Year ended	Fees	Remuneration	Expenses reimbursed
31 December 2022	£	£	£
The Lord Patel of Bradford	-	104,167	-
The Baroness Grey-Thompson	-	-	-
Lucy Amos	3,546	-	336
Leslie Ferrar	3,546	-	158
Nolan Hough	3,546	-	-
John Jackson	823	-	-
Richard Levin	823	-	-
Yaseen Mohammed	3,546	-	-
Kavita Singh	-	-	-
Trevor Strain	-	-	373
	15,830	104,167	867

The remuneration payable to Lord Patel relates to a period in 2022 when he was acting in an executive capacity under the terms of a service agreement with the Club.

Board Attendance for 2023

Name	Possible	Actual
Lucy Amos	10	9
Harry Chathli (Chair)	2	2
Leslie Ferrar	10	9
Darren Gough	10	9
The Baroness Grey-Thompson (Co-Chair and Chair)	10	9
Nolan Hough	10	10
John Jackson	10	8
Richard Levin	10	10
Yaseen Mohammed	10	10
The Lord Patel of Bradford (Co-Chair)	3	-
Kavita Singh	10	10
Trevor Strain (Deputy Chair)	10	10
Stephen Vaughan	10	10

Directors have also attended a significant number of ad hoc working meetings and calls outside the formal structure of meetings.



Statement of Comprehensive Income & Income Statement

for the year ended 31 December 2023

	NOTE	2023 £	2022 £
Revenue			
International ticket and hospitality revenue		7,786,850	4,274,299
England and Wales Cricket Board		5,535,577	5,242,027
Commercial revenue		3,331,222	3,086,810
Domestic ticket and hospitality revenue		772,163	571,286
Subscriptions		605,294	645,839
Other revenue		151,183	314,482
		18,182,289	14,134,743
Cost of sales			
International match and hospitality costs		(3,622,217)	(2,023,827)
Domestic match and hospitality costs (home fixtures)		(882,094)	(787,931)
Commercial costs		(558,187)	(250,643)
		(5,062,498)	(3,062,401)
Cricket expenses			
Staff remuneration and employment expenses		(3,500,753)	(3,271,694)
Development expenses		(1,075,252)	(857,530)
Other cricket expenses		(738,708)	(537,109)
Domestic match costs (away fixtures)		(312,120)	(289,998)
		(5,626,833)	(4,956,331)
Overheads			
Infrastructure and ground operations		(3,053,427)	(2,439,715)
Administration		(2,146,186)	(1,281,146)
Commercial		(1,113,672)	(1,280,356)
Ticket and membership office		(258,065)	(356,197)
		(6,571,350)	(5,357,414)
Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)		921,608	758,597
Interest		(1,451,643)	(926,617)
Depreciation	6	(619,067)	(579,392)
Release of capital grants	10	212,421	166,709
Loss before impairment, exceptional items and tax		(936,681)	(580,703)
Impairment of fixed assets	6	(4,323,218)	-
Exceptional items	5	(1,896,082)	(1,643,629)
Loss after impairment and exceptional Items but before tax		(7,155,981)	(2,224,332)
Tax credit	4,11	105,205	55,000
Loss after tax		(7,050,776)	(2,169,332)

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

Balance Sheet

as at 31 December 2023

	NOTE	2023 £	2023 £	2022 £	2022 £
Assets employed					
Fixed assets	6		24,191,078		28,168,244
Investments	13		50		50
Current assets					
Debtors	7	880,321		1,543,397	
Stocks		173,174		115,334	
Cash in hand		15,204		5,134	
		1,068,699		1,663,865	
Creditors: amounts falling due within one year	8	(27,198,557)		(10,381,311)	
Net current liabilities			(26,129,858)		(8,717,446)
Total assets less current liabilities			(1,938,730)		19,450,848
Funded by:					
Creditors: amounts falling due after more than one year	9		1,119,624		15,977,050
Deferred income - capital grants	10		5,290,429		4,678,286
Provision for liabilities	15		756,481		850,000
			7,166,534		21,505,336
Capital and reserves					
Called up share capital	12		218		167
Capital redemption reserve			672		723
Income and expenditure account			(9,106,154)		(2,055,378)
			(9,105,264)		(2,054,488)
			(1,938,730)		19,450,848

These financial statements were approved by the Board on 28 March 2024.

Colin Graves - Chair

Leslie Ferrar - Director

Harn Jagpal - Club Secretary

Cashflow Statement

for the year ended 31 December 2023

	NOTE	2023 £	2022 £
Cashflows from operating activities			
Loss for the year		(7,050,776)	(2,169,332)
Adjustments for:			
Impairment of fixed assets	6	4,323,218	-
Loan interest payable		1,451,643	926,617
Depreciation	6	619,067	579,392
Increase / (decrease) in other provisions		358,686	(385,460)
Decrease / (increase) in debtors		316,076	(716,636)
Capital grants released	10	(212,421)	(166,709)
(Decrease) / increase in creditors		(147,020)	3,807,707
Tax credit	4	(105,205)	(55,000)
(Increase) / decrease in stocks		(57,840)	9,046
Net cash (outflow) / inflow from operating activities		(504,572)	1,829,625
Cashflows from investing activities			
Purchase of fixed assets	6	(965,119)	(233,471)
Capital grants received	10	824,564	306,860
Net cash (outflow) / inflow from investing activities		(140,555)	73,389
Cashflows from financing activities			
Loan interest paid		(1,062,410)	(926,617)
Repayment of borrowings		(97,188)	(116,972)
Net cash outflow from financing activities		(1,159,598)	(1,043,589)
(Decrease) / increase in cash in the year		(1,804,725)	859,425
Cash and cash equivalents at 1 January		(84,498)	(943,923)
Cash and cash equivalents at 31 December		(1,889,223)	(84,498)
Comprising:			
Cash at bank and in hand		15,204	5,134
Bank overdraft included in creditors falling due within one year		(1,904,427)	(89,632)
Cash and cash equivalents		(1,889,223)	(84,498)

Statement Of Changes In Equity

for the year ended 31 December 2023

	Called up share capital	Capital redemption reserve	Income and expenditure account	Total
	£	£	£	£
Balance at 1 January 2022	170	720	113,954	114,844
Decrease in share capital for net decrease in members	(3)	3	-	-
Loss after tax	-	-	(2,169,332)	(2,169,332)
Balance at 31 December 2022	167	723	(2,055,378)	(2,054,488)
Increase in share capital for net increase in members	51	(51)	-	-
Loss after tax	-	-	(7,050,776)	(7,050,776)
Balance at 31 December 2023	218	672	(9,106,154)	(9,105,264)

Notes To The Financial Statements

for the year ended 31 December 2023

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 the 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, 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, which is made in note 3.

Certain amounts have been reclassified between income lines in the prior year Income Statement for consistency with their presentation in the current year.

(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 the Club staging international cricket matches, recognised when the relevant match takes place.

Domestic ticket and hospitality revenue

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

England and Wales Cricket Board (ECB)

Amounts receivable from the ECB in the current year 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 years 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 sponsorship, stadium naming rights, 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.

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.

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, less any provision for impairment. 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	
- 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 resale and are stated at the lower of cost and net realisable value.

(e) Grants

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) Impairment

Each asset is assessed at each balance sheet for any indication of impairment, comparing its carrying amount against its recoverable amount, which is the higher of its fair value and value in use. Fair value is the amount that would be obtainable from the sale of the asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal, while value in use is the present value of the future cash flows expected to be derived from the asset. Any resulting reduction in the carrying value is an impairment loss which is recognised in the Income Statement.

(j) Tax

Tax on the profit or loss 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 profit or loss for the year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

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

Deferred tax liabilities and assets are not discounted.

(k) Exceptional Items

Exceptional items are those considered to relate to events that are one off in nature and material in value, and are disclosed separately as this allows for a fairer and clearer presentation of the underlying trading during the year.

(l) Operating Leases

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

(m) Judgements and key sources of estimation and uncertainty

The preparation of the financial statements required the Board to make judgements, estimates and assumptions that affect 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 and estimates have had the most significant effect on amounts recognised in the financial statements.

- Fixed assets - determining the future cashflows used to calculate the value in use of the Club's fixed assets as described in note 6; and
- Tax - determining whether a deferred tax asset should be recognised, based upon the likely timing and level of future taxable profits as described in note 4.

2. Financial Position - Going Concern

Background

At the start of 2023, the Club's secured debt was due for repayment in October 2024 and its overdraft facility was due to expire in August 2023. In addition, since the Club is not due to host a test match in 2024, there was not expected to be a significant cash inflow from advance ticket sales at the end of 2023 and the Board's financial forecasts indicated that a cash shortfall of c. £3.5m would arise during the year over and above the overdraft facility. There was therefore a requirement for the Club to refinance its debts or obtain additional funding to be able to continue to meet its liabilities as they fell due.

Continuing the work that was started in the prior year, the Club has incurred a range of additional costs which have impacted on its profitability, including a restructuring of the County Age Group pathway, for which the Club now has operational responsibility, and the creation of a number of new roles to help ensure that its operations continue to comply with high legal and professional standards of governance. The financial statements therefore continue to be prepared against the backdrop of actions taken by the Board following allegations 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.

On top of exceptional expenditure in 2021 and 2022, a further £1.9m has been incurred during 2023 in relation to the matters above, including the settlement of legal claims and related costs, the fine and legal costs resulting from the Cricket Disciplinary Committee hearing into the Club, and professional and legal fees relating to the refinancing process. The Board considers that all material costs of this nature have now been recognised in the financial statements but in consequence the Club's immediate working capital requirement was forecast to be £5.0m by the end of the year.

During the year, the trustees of the Graves Trusts agreed in principle to extend the repayment date of the Club's secured loans from October 2024 to October 2025. HSBC also extended the overdraft facility until August 2024 and have confirmed their current intention to renew the facility in the normal course of business. This gives the Club further time to enact a long term refinancing solution. The Board also sought to put in place agreed payment plans with its other major creditors and suppliers, which deferred settlement of significant liabilities to allow the Club to manage its cash position while sourcing funding that would meet its shorter term working capital needs. In January 2024, the Club agreed such funding with Colin Graves, involving a loan of £1m from Colin himself alongside his appointment to the Board and further loans of at least £4m from other

individuals, which will be repayable when the Board considers, at its sole discretion, that the Club has sufficient funds to do so.

Outlook

As at the date of this report, £2.0m of those loans have been received by the Club, which has enabled the repayment of part of the deferred liabilities owed to its major creditors, and undertakings of further funding totalling £5.25m have been made, which would pay off the remainder of those balances. However, a formal time to pay arrangement has not yet been agreed with HMRC in relation to c. £0.9m of outstanding liabilities and there is no firm commitment regarding the remaining £5.25m of loans. The Board has reviewed cashflow projections, including significant inflows expected later in 2024 from the sale of tickets for the India test match in 2025, which indicate that the Club will be able to meet its liabilities as they fall due on the assumption that at least £3.0m of the further funding is received and agreement is reached with HMRC, or additional funding is received to enable repayment of that HMRC balance in full. In the event that sufficient funding is not obtained, Colin Graves has undertaken to provide the necessary support.

The Board considers the Club to be a going concern, such that the Club can continue to meet its liabilities as they fall due, being a period of at least twelve months from the date of approval of these financial statements. In making this assessment, the Board believes that it is reasonable to assume that both requirements mentioned above can be successfully achieved but since they are outside the direct control of the Club and therefore cannot be relied upon, there remains a material uncertainty which may cast significant doubt on the Club's ability to continue as a going concern. It nevertheless remains appropriate to prepare the financial statements on a going concern basis and the financial statements do not include any adjustments that would result from that 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:

	2023	2022
Players (including Northern Diamonds and Academy players)	43	52
Non-playing full time employees	77	61
Seasonal and casual employees	28	19
Non-executive directors	9	6
	157	138

The aggregate payroll costs of these persons were as follows:

	£	£
Wages and salaries	6,003,133	5,268,773
Social security costs	650,883	523,739
Contributions to pension schemes	397,524	279,436
	7,051,540	6,071,948

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 £1,301,924 (2022 - £952,378).

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

	2023	2022
	£	£
UK corporation tax:		
Current tax on income for the year	-	-
Deferred tax credit	105,205	55,000
Total tax credit	105,205	55,000
Loss for the year before tax	(7,155,981)	(2,224,332)
UK corporation tax at 23.5% (2022 - 19%)	1,683,128	422,623
Impairment not deductible for tax purposes	(1,016,846)	-
Unutilised tax losses carried forward	(920,102)	(352,778)
Capital allowances in excess of depreciation	367,539	(57,464)
Expenses not deductible for tax purposes	(34,543)	(48,981)
Non taxable income	-	31,675
Adjustments in respect of prior periods	-	90,481
Other	26,029	(30,556)
Total tax credit	(105,205)	(55,000)

The UK corporation tax rate increased from 19% to 25% in April 2023.

A deferred tax asset for accumulated tax losses has not been recognised due to uncertainty about when the Club will make sufficient profits to utilise those losses. The deferred tax credit for the year includes the reversal of the deferred tax asset that had previously been recognised and as a result, the Club has an unrecognised deferred tax asset of £1,521,470 (2022: £537,500) relating to its tax losses.



5. Exceptional items

During 2021, following allegations of institutional racism against the Club, the Board committed to a number of actions which were considered necessary for lifting the suspension of the Club's right to host international cricket. Any costs linked to these actions, comprising the Cricket Disciplinary Committee investigation, settlement of employment claims, governance and listing reviews, EDI plans and the whistleblowing hotline, 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. In the current year, the legal and professional fees incurred in refinancing the Club's secured borrowings and working capital commitments have also been treated as exceptional items for the same reason.

	2023	2022
	£	£
Refinancing costs	837,694	-
Legal expenses including CDC fines	530,222	914,364
Settlement agreements	315,518	195,452
Other expenses - including whistleblowing hotline, governance and listening reviews and EDI plan	212,648	533,813
	1,896,082	1,643,629

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		
	£	£	£	£	£	£	£	£
Cost								
At 1 January 2023	27,586,665	6,914,674	4,453,421	608,624	798,891	408,207	143,650	40,914,132
Additions	171,365	636,606	8,514	-	-	34,324	189,660	1,040,469
Expensed to Income Statement	-	-	-	-	-	-	(75,350)	(75,350)
Transfers	-	257,960	-	-	-	-	(257,960)	-
At 31 December 2023	27,758,030	7,809,240	4,461,935	608,624	798,891	442,531	-	41,879,251
Depreciation								
At 1 January 2023	4,905,986	5,867,909	535,676	273,559	787,769	374,989	-	12,745,888
Charged in the year	293,673	251,493	35,673	9,884	1,880	26,464	-	619,067
Impairment	3,425,140	256,576	590,725	49,374	1,403	-	-	4,323,218
At 31 December 2023	8,624,799	6,375,978	1,162,074	332,817	791,052	401,453	-	17,688,173
Net Book Value								
At 31 December 2023	19,133,231	1,433,262	3,299,861	275,807	7,839	41,078	-	24,191,078
At 31 December 2022	22,680,679	1,046,765	3,917,745	335,065	11,122	33,218	143,650	28,168,244

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

During the course of the efforts to refinance the Club, various external valuations in respect of Headingley Cricket Ground and the Cricket Centre provided an indication that there may be an impairment of the carrying value of those assets as at 31 December 2023. As a result, the Club is required to value those assets at the higher of value in use or fair value less costs to sell. The Board has therefore assessed their value in use, based on the present value of the expected trading cashflows to be derived from the assets. Various assumptions have been made in respect of these forecasts, with the key items laid out below. The resulting valuation of £24,150,000, which is higher than the indicative fair value less costs to sell from the external valuations, leads to an impairment of £4,323,218 which has been recognised in the Income Statement.

Key assumptions were:

- estimates of income from international matches that have been allocated to the Club up to 2031, which are consistent with historically achieved results for similar match allocations;
- an assessment of alternative sources of income, similar to the activities of comparable stadia, that could be generated in years when the Club does not host a men's test match;
- the derivation of a long-term average annual trading cashflow from the forecast cashflows up to 2031;
- an assumed growth rate of 1.5%; and
- a discount rate of 9.375%, which was the Club's incremental cost of debt as at 31 December 2023.

7. Debtors

	2023	2022
	£	£
Trade debtors	292,048	721,368
Prepayments and other debtors	588,273	475,029
Deferred tax asset (see note 11)	-	347,000
	880,321	1,543,397

8. Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	3,934,647	1,160,188
CJ Graves 1999 Settlement Trust loan (see note 9)	5,500,000	166,667
CJ Graves Accumulation and Maintenance Trust loan (see note 9)	4,703,500	166,667
J Graves Accumulation and Maintenance Trust loan (see note 9)	4,703,500	166,667
Deferred income	3,463,922	7,354,193
HSBC Overdraft (see note 9)	1,904,427	89,632
Social Security and other taxes	1,355,177	529,905
Accruals	765,406	528,336
Loan interest	481,634	92,401
Debentures	262,950	-
Leeds Beckett University loan (see note 9)	118,097	94,477
Other creditors	5,297	32,178
	27,198,557	10,381,311

9. Creditors: amounts falling due after more than one year

	2023	2022
	£	£
Deferred income	600,000	666,669
Leeds Beckett University loan (see below)	519,624	614,102
CJ Graves 1999 Settlement Trust loan (see below)	-	5,333,333
CJ Graves Accumulation and Maintenance Trust loan (see below)	-	4,536,833
J Graves Accumulation and Maintenance Trust loan (see below)	-	4,536,833
Debentures	-	289,280
	1,119,624	15,977,050
Loans and borrowings maturity analysis:		
In one year or less or on demand	17,192,474	684,109
In more than one year but not more than two years	94,477	14,790,757
In more than two years but not more than five years	283,431	283,432
In more than five years	141,716	236,193
	17,712,098	15,994,491

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 the excess of Bank of England base rate above 0.75%. £0.5m was repayable in aggregate to the three trusts in October 2024, with the balance repayable in October 2024. During the year, the trustees agreed to defer repayment of the initial £0.5m to October 2024 and subsequently agreed in principle to defer repayment of the entire balance on the loans to October 2025. As this agreement has not yet been formally documented, the loan balances are disclosed as due within one year. At the balance sheet date, the Club had not paid the aggregate quarterly interest of £348,426 that fell due on 30 November 2023 and was therefore in default on each of those loans. The interest was subsequently paid in February 2024. Up to the date of approval of these financial statements, the trustees have not exercised their rights arising from those defaults.

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 4% 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 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 LIBOR plus 1.35% and is unsecured.

To contribute towards the fit out costs of the pavilion, the Club issued a number of debentures between 2009 and 2017 which are repayable in May or September 2024.

10. Deferred income: capital grants

	2023	2022
	£	£
At 1 January	4,678,286	4,538,134
Received in the year	824,564	306,861
Released to the Income Statement	(212,421)	(166,709)
At 31 December	5,290,429	4,678,286

11. Deferred tax

	2023	2022
	£	£
At 1 January	(353,000)	(408,000)
Credit to the Income Statement for the year (see note 4)	105,205	55,000
At 31 December	(247,795)	(353,000)
Included within debtors (see note 7)	-	347,000
Included within provisions for liabilities (see note 15)	(247,795)	(700,000)
	(247,795)	(353,000)
The elements of recognised deferred tax are as follows:		
Difference between accumulated depreciation and capital allowances	(247,795)	(700,000)
Tax losses	-	347,000
	(247,795)	(353,000)

12. Share capital

	2023	2022
	£	£
Allotted, called up and fully paid Ordinary shares of 5p each	218	167

During the year there was a net increase in qualifying members of 1,015 (2022 - decrease of 73), reflecting changes to membership packages during the year that expanded the membership categories with voting rights. The total number of qualifying members as at 31 December 2023 was 4,350 (2022 - 3,335). 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

	2023	2022
	£	£
Cost: At 1 January and 31 December	50	50

The Club holds 50% of the ordinary share capital of Headingley North-South Stand Limited, company number 10747361 registered at Headingley Stadium, St. Michael's Lane, Headingley, Leeds, LS6 3BR. This company was incorporated to facilitate the redevelopment of the Howard Stand. The remaining 50% is held by Leeds Rhinos.

The Club has also guaranteed £1 as one of three equal subscribers to Park Avenue Bradford Limited, a company limited by guarantee with no share capital, company number 10754974 registered at Headingley Cricket Ground, Leeds, West Yorkshire, LS6 3DP. This company operates the cricket ground and indoor cricket dome at Park Avenue, Bradford.

14. Leasing and capital commitments

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

	2023	2022
	£	£
In one year or less	539,603	499,859
Between two and five years	184,000	184,000
Over five years	111,167	157,167
	834,770	841,026

Operating lease payments amounting to £707,156 (2022 - £670,477) were recognised as an expense in the 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 £51,754 in relation to maintenance and refurbishment work on the East Stand in 2024.

15. Provision for liabilities

	2023	2022
	£	£
Deferred tax (see note 11)	247,795	700,000
Legal claims	508,686	150,000
	756,481	850,000
The movement in provisions for legal claims comprises:	£	£
Provision at 1 January	150,000	535,460
Amounts recognised in the Income Statement	390,518	195,452
Amounts paid during the year	(31,832)	(580,912)
Provision at 31 December	508,686	150,000

All outstanding legal claims were settled after the balance sheet date in February 2024.

16. Related party transactions

John Jackson and Baroness Tanni Grey-Thompson were Board Members of the Club and Trustees of Yorkshire Cricket Foundation (YCF) during the year. YCF awarded non-capital grants during the year of £26,766 (2022 - £44,581) to the Club. The balance owed to the Club by YCF at 31 December 2023 was £26,616 (2022 - £44,506). The Club received invoices from the YCF during the year of £71,710 (2022 - £25,080), of which £71,710 (2022 - £25,080) was owed by the Club to YCF at 31 December 2023.

Yaseen Mohammed was a Board Member of the Club and a Director of Park Avenue Bradford Limited (PABL) during the year. The Club is also one of three equal subscribers and guarantors of PABL. The Club recharged costs of £nil (2022 £354) to PABL during the year, of which £nil (2022 - £354) was owed to the Club by PABL at 31 December 2023.

Stephen Vaughan was a Board Member of the Club and a director of Northern Superchargers Limited (NSL) during the year. The Club recharged costs totalling £8,702 (2022 - £5,522) to NSL during the year, of which £5,426 (2022 - £nil) was owed by NSL to the Club at 31 December 2023.

Stephen Vaughan was a Board Member of the Club and a director of Headingley North-South Stand Limited (HNSS) during the year. The Club is also a 50% shareholder in HNSS (see note 13). Invoices totalling £3,600 (2022 - £3,600) were received by the Club from HNSS during the year, of which £3,600 (2022 - £nil) was owed by the Club to HNSS at 31 December 2023.

Stephen Vaughan was a Board Member of the Club and a director of Headingley North-South Stand (Cricket) Limited (HNSS Cricket) during the year. HNSS (Cricket) is a wholly owned subsidiary of HNSS. The Club incurred costs of £978,254 (2022 - £583,029) payable to HNSS Cricket during the year in respect of an annually renewable licence for the use of the Howard Stand, of which £184,865 (2022 - £nil) was owed by the Club to HNSS Cricket at 31 December 2023. The current licence expires in September 2024 and the Club has the option to renew for a further 12 months.



17. Audit fee

The Club paid its auditor £28,320 (2022 - £27,950) in respect of the audit of these financial statements.

18. Contingent liability

There is a contingent liability of £300,000 (2022 - £nil) resulting from the sanctions imposed on the Club by the Cricket Disciplinary Committee (CDC) in July 2023, which may become payable (at the discretion of the CDC) if the Club commits any further serious breach of cricketing regulations before 28 July 2025.

19. Events after the balance sheet date

In January 2024, the Club agreed a £1,000,000 loan facility with Colin Graves, £375,000 of which was drawn down immediately and the remaining £625,000 on his appointment to the Board in February 2024. A further loan of £1,000,000 was agreed with Phillip Hodson in February 2024 and drawn down on his appointment to the Board in February 2024. Both loans incur rolled-up interest at a rate of 4.875% plus the excess of Bank of England base rate above 0.75% and are repayable when the Board considers, at its sole discretion, that the Club has sufficient funds to do so.



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 2023 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 2023 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 Board Members 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. 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 review.

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 (Senior Statutory Auditor)
for and on behalf of Azets Audit Services Limited
Chartered Accountants

12 King Street
Leeds
LS1 2HL

28 March 2024



TOTAL		
8 BAT	57	BAT 9
15	FOR 7 WKTS	5
BOWLER	OVERS 18	BOWLER
D/L PAR 18		LAST WKT 36
RUNS REQD 255		LAST INNS 311

SEAT UNIQ
Pancreatic Together
THREE EARS FOUNDATION

General Meetings

Minutes Annual General Meeting 24 March 2023

The Annual General Meeting of The Yorkshire County Cricket Club was held in the Long Room at Headingley on 24 March 2023 at 6pm.

PRESENT

The Baroness Grey-Thompson, Independent Non-Executive Co-Chair (Chair)
Leslie Ferrar, Independent Non-Executive Director
Nolan Hough, Independent Non-Executive Director
Kavita Singh, Independent Non-Executive Director
Lucy Amos, Independent Non-Executive Director
Trevor Strain, Independent Non-Executive Director
Yaseen Mohammed, Independent Non-Executive Director
John Jackson, Member Nominated Non-Executive Director
Richard Levin, Member Nominated Non-Executive Director
Stephen Vaughan, Director and Chief Executive Officer
Darren Gough, Director and Managing Director of Cricket

IN ATTENDANCE

Chris Butt, Azets Audit Services (auditors)
Paul Cooke, Scrutineer
Andy Dawson, Club Secretary
Jessica Platts, Director of People and Culture
Mark Stephens, Howard Kennedy (legal advisers) – by video
Clare Connor, England and Wales Cricket Board

Quorum and notice

A quorum being present, the Chair declared the meeting open. The Chair reported members of the Club who had passed away since the annual general meeting in 2022 and the meeting observed a moment of silence. The Chair confirmed that notice of the meeting had been posted on the Club's website and also sent out electronically and by post as required. The notice was taken as read.

Introduction

The Chair commented that it was an honour to be Co-Chair of the Club and confirmed that Lord Patel was stepping down as Co-Chair with effect from the end of the meeting. The Chair confirmed that she would be appointed interim chair until a new chair is appointed, and that a robust appointment process was under way. The Chair further confirmed that she has not and will not apply for the chair position. The Chair thanked fellow members of the Board for their time and support and noted the progress and steps made by the Club in the previous year, in particular in relation to the Pathways.

The Chair confirmed that there was one special resolution to be voted on at the meeting, to amend the rules of the Club, which would require a two-thirds majority to pass, and that all other resolutions required a simple majority of votes cast to be passed. It was noted that the rules of the Club state that a poll may be demanded and that the chair or three members present in person or proxy could demand such a poll.

Apologies for absence

Lord Patel, Harold "Dickie" Bird, James Carr and Ralph Middlebrooks.

Minutes of annual general meeting held on 28 May 2022 and extraordinary general meeting held on 11 November 2022

The minutes, drafts of which had been included in the 2023 annual report and accounts ("ARA"), were approved as a true record of the meetings held.

Report from the Co-Chair

The report from the Co-Chairs in the ARA was accepted as read. The Chair thanked Lord Patel for his service and updated the meeting on the process for recruitment of a new chair.

Report from the Chief Executive Officer

The CEO reported on various aspects of the Club, including its financial position and refinancing plans; improvements in personnel, process and governance; performance pathways; stadium infrastructure projects; communications with members; commercial projects; membership structure; and work with Yorkshire Cricket Foundation and Yorkshire Cricket Board.

The CEO responded to a number of questions primarily relating to the Club's financial position and refinancing.

Report from the Managing Director of Cricket

The Managing Director of Cricket reported progress made over the winter with a new coaching and medical team following relegation, and on grounds and facilities improvements. An update was also provided on the appointment of a new Head of Grounds, recruitment of new backroom employees, playing staff contracts, and player injuries. It was reported that the squad was being reviewed, to assess where it might need to be strengthened and an update was provided on winter training. A small number of questions on specific players were answered.

Report from the Regional Director of Women's Cricket

The Managing Director of Cricket provided a brief update for the Regional Director of Women's Cricket, who was unable to attend, and noted that the Northern Diamonds had a hugely successful year, winning the Rachael Heyhoe Flint Trophy final.

Approval of Accounts, with Independent Auditor's Report, for the year ended 31 December 2022

The Chair noted that a question had been raised prior to the meeting in relation to directors' remuneration as stated in the financial statements for year ended 31 December 2022. The Chair confirmed that although not required by the rules of the Club, the Club has placed an upper limit on fees payable to non-executive directors under their terms of appointment, although a number have declined the receipt of any fees.

In response to a question raised, the Chair confirmed that lack of a satisfactory conclusion to refinancing would mean that the Club was no longer a going concern.

The Chair exercised her right to demand a poll on the ordinary resolution and the poll was taken. Following completion of the poll, the Chair announced the results as follows:

- 159 (87.4%) votes in favour
- 23 votes against

The Chair declared the resolution passed by the necessary majority on a poll.

Election of Dr Jane Powell as President

The Chair noted that Dr Jane Powell is nominated for election by the nominations committee of the Board, in accordance with the rules of the Club, and that the Board feels that she would be a fantastic ambassador for the Club as its first ever female President, if elected.

The Chair exercised her right to demand a poll on the ordinary resolution and the poll was taken. Following completion of the poll, the Chair announced the results as follows:

- 154 (84.6%) votes in favour
- 28 votes against

The Chair declared the resolution passed by the necessary majority on a poll.

Special resolution to amend the rules of the Club

The Chair noted that, following the approval of changes to the rules of the Club at the previous annual general meeting, further amendments are proposed as detailed in the notice of meeting, and the Chair summarised the changes as follows:

1. to reflect the renaming of the Members' Committee as the Members' Representative Group to distinguish it more clearly from the formal governance committees of the Board;
2. to allow the Board at its discretion to issue proxy appointments in electronic form and to allow them to be sent or submitted by electronic means or by Website Communication and to give the Board a wider discretion to make whatever arrangements it considers appropriate to enable those attending a general meeting to exercise their rights to speak and vote at it including by electronic means;
3. to remove out of date/non-applicable provisions;
4. in response to a resolution proposed by members, to provide clearer and fuller transparency and openness and in compliance with the mandatory requirements of Sports England Code of Governance Tier 3 by disclosure in its report and accounts for the years ending 31 December 2023 onwards the total amount of remuneration payable to each member of the Board (excluding ex officio members such as the Chief Executive Officer and the Managing Director of Cricket).

The Chair exercised her right to demand a poll on the special resolution and the poll was taken. Following completion of the poll, the Chair announced the results as follows:

- 154 (85.6%) votes in favour
- 26 votes against

The Chair declared the resolution passed by the necessary majority on a poll as a special resolution.

Election of Geoff Cope as an Honorary Life Member

The Chair noted that Geoff Cope had served as a board member, director of cricket and president and thanked him for his service and support.

The Chair exercised her right to demand a poll on the ordinary resolution and the poll was taken. Following completion of the poll, the Chair announced the results as follows:

- 181 (97.8%) votes in favour
- 4 votes against

The Chair declared the resolution passed by the necessary majority on a poll.

Election of Katherine Sciver-Brunt as an Honorary Life Member

The Chair noted that Katherine Sciver-Brunt played for the Club from 2004 to 2019 and was among the first tranche of contracted players.

The Chair exercised her right to demand a poll on the ordinary resolution and the poll was taken. Following completion of the poll, the Chair announced the results as follows:

- 166 (91.2%) votes in favour
- 16 votes against

The Chair declared the resolution passed by the necessary majority on a poll.

Appointment of 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 2023 are laid.

The Chair exercised her right to demand a poll on the ordinary resolution and the poll was taken. Following completion of the poll, the Chair announced the results as follows:

- 159 (89.8%) votes in favour
- 18 votes against

The Chair declared the resolution passed by the necessary majority on a poll.

Any other business

The Chair acknowledged and gave thanks to Paul Hudson, who served the Club as Finance Director and Club Secretary for a number of years, and also stepped in as Acting Chief Executive Officer until last year.

There being no further business, the Chair thanked members for attending and closed the meeting.





Minutes Extraordinary General Meeting 28 September 2023

An Extraordinary General Meeting of The Yorkshire County Cricket Club held in the Long Room at Headingley on 28 September 2023 at 9am.

PRESENT

Kavita Singh, Independent Non-Executive Director (Chair)

The Baroness Grey-Thompson, Independent Non-Executive Director and Chair - by video

Leslie Ferrar, Independent Non-Executive Director - by video

Lucy Amos, Independent Non-Executive Director - by video

Nolan Hough, Independent Non-Executive Director

John Jackson, Member Nominated Non-Executive Director

Richard Levin, Member Nominated Non-Executive Director

Stephen Vaughan, Director and Chief Executive Officer

Darren Gough, Director and Managing Director of Cricket

IN ATTENDANCE

Harry Chathli

Harn Jagpal, Club Secretary

Jane Powell, Club President

Chris Butt, Azets Audit Services (Scrutineers)

Andy Dawson

Welcome

A welcome video from Interim Chair, The Baroness Grey-Thompson was played to the meeting, following which Kavita Singh, Chair of the meeting, introduced and welcomed those present.

Quorum and notice

A quorum being present, the Chair declared the meeting open. The Chair confirmed that notice of the meeting had been posted on the Club's website and also sent out electronically and by post to those members for whom an email address was not held by the Club. The notice was taken as read and the Chair explained that election results for the proposed appointment to the Board would be announced during the meeting and that a poll would be taken on each resolution to be voted on during the meeting, as permitted by the rules of the Club.

Apologies for absence

Trevor Strain (Deputy Chair of the Board) and Yaseen Mohammed.

Resolution One

Special resolution to amend the rules of the Club to enable the appointment of directors of the Club outside of the annual general meeting process and in particular, without limitation, to allow appointment to be filled as a result of casual vacancies

The Chair demanded a poll on the resolution and reported the proxy votes on the resolution and the poll was taken. Following completion of the poll, the Chair announced the results as follows:

- 347 (75.27%) votes in favour
- 96 (20.82%) votes against
- 18 (3.9%) abstentions

The Chair declared the resolution passed by the necessary majority on a poll as a special resolution.

Resolution Two

Special resolution to amend the rules of the Club ("Rules") to enable a longer period of time for the annual general meeting of the Club to be held

The Chair demanded a poll on the resolution and reported the proxy votes on the resolution and the poll was taken. Following completion of the poll and a small number of questions, the Chair announced the results as follows:

- 363 (78.23%) votes in favour
- 89 (19.18%) votes against
- 12 (2.59%) abstentions

The Chair declared the resolution passed by the necessary majority on a poll as a special resolution.

Resolution Three

Special resolution to amend the rules of the Club ("Rules") to enable attendance at board and committee meetings to be reported on a financial year basis

The Chair demanded a poll on the resolution and reported the proxy votes on the resolution and the poll was taken. Following completion of the poll, the Chair announced the results as follows:

- 375 (80.99%) votes in favour
- 72 (15.55%) votes against
- 16 (3.46%) abstentions

The Chair declared the resolution passed by the necessary majority on a poll as a special resolution.

Resolution Four

Conditionally upon the special resolution set out at point 2 above being passed with the required majority, report on voting results for the resolution that Harry Chathli be appointed as an independent non-executive director of the Club with effect from the time of registration of the special resolution set out at point 2 above under the Co-operative and Community Benefit Societies Act 2014

The special resolution at point 2 having been passed with the required majority, the Chair reported on the voting results as follows:

- 273 (70.18%) votes in favour
- 108 (27.76%) votes against
- 8 (2.06%) abstentions

The Chair reported that Harry Chathli is therefore duly elected as an independent non-executive director of the Club, subject to and conditional upon registration by the Financial Conduct Authority of the special resolution set out at point 2 that was passed earlier in the meeting. The Chair reported that, subject to completion of the aforementioned process, it is the intention of the Board to elect Harry as the next chair of the Board of the Club.

Any other business

Following a small number of questions, the Chair extended the Board's gratitude to The Baroness Grey-Thompson for her service as interim chair, and thanked Andy Dawson, the Club's Commercial Director, for his service as Club Secretary.

There being no further business, the Chair thanked members for attending and closed the meeting.



Minutes Extraordinary General Meeting 2 February 2024

An Extraordinary General Meeting of The Yorkshire County Cricket Club held in the Long Room at Headingley on 28 September 2023 at 10am.

PRESENT

Harry Chathli, Independent Non-Executive Director and Chair (Chair)
Trevor Strain, Independent Non-Executive Director
The Baroness Grey-Thompson, Independent Non-Executive Director
Leslie Ferrar, Independent Non-Executive Director
John Jackson, Member Nominated Non-Executive Director
Richard Levin, Member Nominated Non-Executive Director
Stephen Vaughan, Director and Chief Executive Officer
Darren Gough, Director and Managing Director of Cricket

IN ATTENDANCE

Harn Jagpal, Club Secretary
Chris Butt, Azets Audit Services (Scrutineers)
David Capps, Stephenson Harwood (legal advisers)

Quorum and notice

A quorum being present, the Chair declared the meeting open. The Chair confirmed that notice of the meeting had been posted on the Club's website and also sent out electronically and by post as required. The notice was taken as read and the Chair explained that a poll would be taken on the resolution to be voted on during the meeting, as permitted by the rules of the Club.

Apologies for absence

Harold "Dickie" Bird, Chris Barron, David Allen, David Kilduff and Chris Woodthorpe.

Resolution One

Special resolution to amend the rules of the Club

The Chair explained that the resolution was being proposed as a special resolution meaning that a majority of not less than two-thirds of the members voting is required. The Chair provided a summary of the rule changes, the specific terms of which were set out in the full special resolution in the notice of meeting, and confirmed that the proposed rule changes are to, amongst other things,

1. enable the appointment of member nominated directors of the Club outside of the annual general meeting process if a vacancy arises,
2. enable the appointment of a member nominated director to the nominations committee of the Club's board of directors (the "Board")
3. provide that the quorum for a meeting of the Board's nominations committee shall be three members rather than four;
4. enable the appointment of directors of the Club generally outside of the annual general meeting ("AGM") process and, in particular, to allow the Board to appoint directors of the Club to fill vacancies on the Board subject to confirmation by members of the club at its next AGM,
5. provide that, in exceptional circumstances, a director or chair may hold office for a further three years over the limits specified in the rules;

6. provide that going forward, only members of the Club at the date the notice of general meetings was given shall be entitled to vote at that general meeting.

The Chair confirmed that he was exercising his right to demand a poll on the resolution. Following a number of questions relating to the resolution and the matters relating to the resolution and general meeting that were outlined in the notice of meeting, the poll was taken.

Following completion of the poll, the Chair announced the results as follows:

- 746 (88.28%) votes in favour
- 99 (11.72%) votes against

48 invalid forms of proxy or spoilt voting forms were excluded from the calculation of votes cast.

The Chair declared the resolution passed by the necessary majority on a poll as a special resolution.

Any other business

The Chair expressed his gratitude to members for their support during his time as chair and also extended his gratitude to fellow Board members for their efforts.

There being no further business, the Chair thanked members for attending and closed the meeting.





Members' Representative Group Report

The following served on the Members' Representative Group during the year.

Chair	Graeme Greenfield
Elected Members	Pauline Beesley Charlotte Evers Howard Ray
Appointed Members	Graeme Greenfield Chris Woodthorpe
In Attendance	Andy Dawson, Commercial Director John Jackson, Non-Executive Director Richard Levin, Non-Executive Director

2023 saw the renaming of the committee to the Members' Representative Group following the governance review.

The group has continued to meet regularly, holding six meetings in 2023 with the appropriate members of the board being present. The Member nominated non executive directors attended the meetings.

The well documented issues within the club clearly affected the group. The individual Board Members did not attend the MRG meetings as regularly as in previous years but those present updated as best they could. There was much discussion regarding the future focus of the group, and I hope these plans can be moved forward in 2024. It is essential that the group remains close to both the Members and the Board. The Members' views remain as important as ever if the Club is to move forward together.

There were three Members' forums held during the season and it was great that one of them was held at Abbeydale before a Second XI game. It is hoped to hold a similar forum in South Yorkshire in 2024. Both forums at Headingley and Scarborough were both well attended.

There is no need to wait until a forum to share your views as MRG 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 please send us an email at MRG@yorkshireccc.com (note the change of e-mail address from the prior year). If any Member wishes to discuss joining the MRG please contact me on that email address or speak to any of the MRG members during the season.

In conclusion, I would like to express my sincere appreciation to all my committee colleagues this year. It is hoped that 2024 will bring greater stability to YCCC and the Members can focus on watching the cricket. It continues to be a privilege to be Chair of the Members' Representative Group and I look forward to meeting Members during the coming season.

Graeme Greenfield
Chair
Members' Representative Group

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 Saturday 27 April 2024 at 10am for the purpose of transacting the following business.

Agenda:

1. To receive apologies for absence.
2. To confirm the Minutes of the Annual General Meeting held on 24 March 2023 and the Extraordinary General Meetings held on 28 September 2023 and 2 February 2024. 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 Chair.
4. To receive a report from the Chief Executive Officer.
5. To receive a report on Finance.
6. To receive and approve the Accounts, together with the Independent Auditor's Report thereon, for the year ended 31 December 2023.
7. To receive a report on Cricket.
8. To announce the result of the elections to the Board for the following nominees:
 - a) Colin Graves (Independent Non-Executive Director)
 - b) Phillip Hodson (Independent Non-Executive Director)
 - c) Sanjay Patel (Independent Non-Executive Director)
 - d) Sanjeev Gandhi (Independent Non-Executive Director)
 - e) Ian Townsend (Member nominated Non-Executive Director)
9. To announce the result of the elections to the Members' Representative Group for the following nominees:
 - a) Charlotte Evers, for a maximum term of one year
 - b) Howard Ray, for a maximum term of two years
10. 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 2024 are laid.
11. Any other business

Yours faithfully,

Colin Graves CBE, Chair

The Yorkshire County Cricket Club Limited

NOTES

- 1.1 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.
- 1.2 To be effective, any voting form and proxy form must be completed, signed (unless being submitted online) and sent:
 - 1.2.1 online via completion and submission through <https://survey.alchemer.eu/s3/90697149/The-YCCC-AGM-Online-Voting-April-2024>; or
 - 1.2.2 by post to The Yorkshire County Cricket Club, Headingley Cricket Ground, St. Michael's Lane, Leeds, LS6 3BU marked for the attention of the Club Secretary; or
 - 1.2.3 during normal business hours/between the hours of 9.00 am and 5.00 pm on any weekday (Saturdays, Sundays and bank or public holidays in England excepted) by hand to The Yorkshire County Cricket Club, Headingley Cricket Ground, St. Michael's Lane, Leeds, LS6 3BU marked for the attention of the Club Secretary;in each case so as to be received not later than 10:00 on Thursday 25 April 2024 or, if the meeting is adjourned, not less than 48 hours before the time appointed for holding any adjourned meeting.
- 1.3 Proxy forms and voting forms may be sent by electronic means only via the online voting system referred to at note 1.2.1 above. Any proxy forms or voting forms sent to any other electronic address will not be validly received by the Club.
- 1.4 Please note that a live stream of the AGM will be available for members unable to attend in person. A link to access the live stream will be emailed ahead of the meeting to members for whom an email address is held. Members attending the meeting should note that the AGM will be live streamed. The stream will be retained for a period after the conclusion of the meeting to allow members unable to watch the streaming live to view later should they wish to, and so that the Club has a definitive record of the meeting.



THE YORKSHIRE
COUNTY CRICKET CLUB



www.yorkshireccc.com

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

Telephone: 0344 504 3099* **Email:** cricket@yorkshireccc.com

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