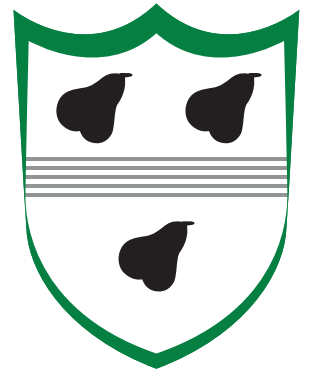




2024

ANNUAL REPORT



Board of Directors 2025

(Subject to confirmation)

Chair

Dominic Riley

Vice-Chair

David Baker

Chief Executive Officer

Ashley Giles MBE

Elected Non-Executive Directors

Dominic Riley
David Baker
Emma Hallam
David Manning
Rachel Wright
Charlotte Thornton-Smith

Additional Non-Executive Directors

Sej Brar

Officials of Worcestershire County Cricket Club 2025

President

Philip Neale OBE

Patrons

Viscount Cobham
The Rt Rev'd John Inge, Bishop of Worcester
The Very Rev'd Peter Atkinson, Dean of
Worcester
Baron King of Lothbury, KG, GBE

Men's Head Coach

Alan Richardson

Captains

Brett D'Oliveira
Jake Libby
Chloe Hill

Honorary Life Vice-Presidents

John Chadd
John Elliott
David Exall
Jack Randall
Peter Seward FCA
Doug Slade
Peter Radburn
Dave Broughall
Martyn Price
Norman Gifford MBE
Tim Curtis
Stephen Taylor
Vanburn Holder
Cynthia Crawford MBE
Fanos Hira FCA
Paul Pridgeon

Honorary Life Members

Graeme Hick MBE
Phil Neale OBE
Rev'd Michael Vockins OBE
Meriel Harris
Fanos Hira FCA
Paul Pridgeon

Dear Member,

The Annual General Meeting of the Club will be held on Monday 31 March 2025 at 7.00pm in the Graeme Hick Pavilion at Visit Worcestershire New Road.

Free car parking is available at the Graeme Hick Pavilion side of the ground.

Annual General Meeting 2025

1. Welcome by the President Phil Neale OBE followed by Apologies for Absence and a minutes silence in respect of players and members who have passed away during the last year.
2. To confirm the minutes of the previous AGM held on Wednesday 27 March 2024. (Agreed by the Board and published for Members via Club website).
3. Chair's welcoming address
4. To receive the Annual Report and Statement of Accounts that accompany this notice
 - A. **CEO's Report**
Ashley Giles MBE
 - B. **Finance Report**
Dominic Riley
 - C. **Cricket Report**
Ashley Giles MBE
5. To re-elect Mr Phil Neale OBE as President as recommended by the Board.
6. To re-elect David Baker as a non-executive Director.
7. To elect Mr Paul Pridgeon as an Honorary Life Vice President, and to elect Mr Fanos Hira as a Honorary Life Vice-President as recommended by the Members at last years AGM.
8. To confirm Dominic Riley and Charlotte Thornton-Smith as Elected Directors.
9. To seek the approval of the Meeting for the appointment of Sej Brar as an Additional Director in accordance with Rule 17.4
10. To address any other business of which notice has been given and approved for discussion by the Chair of the meeting.



2024 Chair's Report

For Worcestershire cricket, 2024 was both the best of times and the worst of times. On the field a sixth place finish in Division One of the County Championship was our best finish for 25 years. Add to that a Metro Bank One Day Cup quarter final that was unfortunately shifted to Edgbaston losing us home advantage. Off the field the loss of two of our former players in Josh Baker and Duncan Fearnley (also a former Chair of the club) and the loss of our journalist and friend Mike Beddow. And then another year of increasing floods at Visit Worcestershire New Road.

I want to thank our teams on and off the field especially Ashley Giles our CEO and Dave Baker our Vice Chair who both give so much to this club. Also to Phil Neale, we could not wish for a better President. Thanks also to our Board, made up entirely of volunteers, where 2024 saw a refresh with some new faces joining and bringing a wide range of skills and experience. You will have a chance to meet them at the AGM.

Since arriving as Chair in 2024 I have focused on three main areas - improving governance, increasing financial stability and undertaking as far as possible long-term planning. Our developments in governance have included a new Masterplan committee set up to take a step by step, thorough and professional look at the ground and the flooding in order to inform the debate. There is greater detail on governance at the club in a new, separate section of this annual report.

I have also focused on building relationships with the English and Welsh Cricket Board (ECB). They are the source of more than 50% of our income

and a most important relationship. When one of the ECB Board said that Worcestershire was his personal 'team of the year' for the way we had responded to everything thrown at us, it reflected the real pride we feel in the club.

Turning to actions to achieve financial stability and to enable long-term planning. For as long as I am Chair financial probity, stability and good governance will be high on our agenda. The fact that 2024 saw a small profit, despite over £200,000 of annual flood related costs, is an extraordinary performance and a tribute to our CEO and his team. But at the same time our debts (built up over many years) are too high at over £4.5 million and without the windfall from the sale of The Hundred franchises, I fear we would struggle to bring those debts down year on year.

The sale of the eight Hundred franchises will mean significant receipts from our share of the proceeds. This will contribute hugely to our financial stability and allow us the breathing space to consider proper long term plans. The highest priority among these is the effect of the constant annual flooding on the pitches and the fabric of the stadium at Visit Worcestershire New Road.

The Board has commissioned a range of reports to look at the state of the current ground; the possibility of protecting it from floods; its potential for development and the options to play cricket elsewhere. The Board is preparing its recommendations based on these reports and will share the findings of these reports and the Board's recommendation with the members.

Dominic Riley
Chair

2024 CEO's Report

As I reflect on the past year at Worcestershire County Cricket Club, it is impossible to ignore the extreme highs and devastating lows we have experienced. On the field, we achieved the milestone of securing a sixth-place finish in Division One of the County Championship, our highest-ever divisional standing. Off the field, we faced the sudden and devastating loss of one of our most promising young players, Josh Baker, at just 20 years of age, a loss that continues to be felt daily by everyone at the club.

Our performance in Division One was a testament to the strength of our squad and the culture they have developed. A blend of experienced senior players and exciting young talent created a balanced and competitive team that showed immense character throughout the season. To finish in the top six of the country's elite cricket competition is a remarkable achievement and speaks volumes about the dedication and ability of our coaching staff, captains, and players. The togetherness and resilience within the squad have been the foundation of our success. We have seen young players step up in crucial moments, guided by the leadership and experience of our senior players. This culture will continue to serve us well as we move into another challenging season in Division One.

While our red-ball cricket flourished, our performances in the T20 Blast campaign were disappointing, and we failed to reach the latter stages of the competition. We recognise that this format requires improvement, and our focus will be on playing a dynamic and competitive brand of T20 cricket this year.

However, in the face of adversity, we witnessed resilience in the Metro Bank One Day Cup, where we reached the quarter-finals despite suffering several

injuries to key players. The squad showed great determination, and their performance in the 50-over competition demonstrated the depth of talent within our ranks. This gives us encouragement as we look to improve in all formats next season.

Beyond results, we are building a club that prides itself on strong values, kindness, inclusiveness, trust, resilience and togetherness, ensuring that Worcestershire is a place where players, staff, and supporters feel welcome and inspired. We demonstrated these values in how we managed to reverse what looked like being a very difficult year financially, to ultimately reporting a slight profit for the year. Given the significant financial losses that we suffered due to the flooding of Visit Worcestershire New Road, this performance is testament to the hard work, dedication and high standards of all our staff.

Nothing could have prepared us for the devastating loss of Josh Baker. The outpouring of grief from the entire cricketing community has been overwhelming, and we are grateful for the support we have received. As we move forward, we do so with Josh's memory in our hearts, striving to make him proud in everything we achieve.

Beyond this tragedy, our club continues to battle another long-standing challenge, the persistent flooding of Visit Worcestershire New Road. These recurring floods threaten not only the sustainability of our venue but also our long-term future as a club. It is a challenge we must address with urgency, working alongside key stakeholders, authorities, and our membership, to find viable solutions that ensure Worcestershire remains a strong and stable institution for years to come.

Worcestershire is more than just a cricket club. Our ambition is to make

Worcestershire a true destination, not just for cricket, but for world-class hospitality, entertainment, and community engagement. We want to create an inclusive, welcoming environment where everyone, players, staff, members, supporters, and visitors, feels valued and part of something special.

Whether it's hosting thrilling match-days, corporate events, or community initiatives, our goal is to deliver great experiences for all. Sustainability is at the heart of our vision, ensuring that everything we do helps safeguard the future of the club, both on and off the field.

None of what we achieve as a club would be possible without the unwavering commitment and dedication of so many individuals. To our players, coaches, and captains, your resilience and professionalism have been exemplary. To our staff, your tireless efforts behind the scenes keep this club moving forward, and I cannot thank you enough. To our members and supporters, your loyalty and passion are the heartbeat of this club. Through highs and lows, you stand by us, and your support is invaluable. To our key partners and sponsors, your investment in Worcestershire allows us to compete at the highest level and build for the future. We are incredibly grateful for your continued belief in our vision.

Looking ahead, the sale of The Hundred franchises presents a transformative opportunity for Worcestershire and the wider game. As beneficiaries, we anticipate receiving well in excess of £20 million, a sum that will allow us to reset and rebuild. This injection of funds will help us pay off existing debts, invest in the growth of our business, and establish a sustainable future for our club. These funds provide us with the platform to plan strategically, ensuring Worcestershire remains competitive while also securing our long-term viability. This is a once-in-a-lifetime opportunity, and we intend to make the most of it for the long term benefit of Worcestershire County Cricket Club, our players, supporters, and the wider cricketing community.

The season ahead presents an incredible opportunity for us to make history. Retaining our place in Division One for a second consecutive year is our immediate goal, and we believe we have the squad capable of achieving that. In T20 cricket, we are determined to bounce back and deliver performances that excite our fans.

2025 also marks our first year as a Tier 2 host for Women's cricket. This is a pivotal moment for the club and presents a fantastic opportunity for us to further develop our cricket offering for women and girls across the county. We have traditionally done an excellent job developing players through our men's pathway and our aim is to now replicate this across our women's pathway, giving our female players the platform to play their cricket in a more professionalised and organised environment.

With renewed financial stability on the horizon, we have the chance to lay the foundation for a brighter and more sustainable future. Worcestershire has always been a club that thrives in the face of adversity, and with the support of our incredible community, I have no doubt that we will continue to rise to every challenge.

Thank you all for your unwavering support. Here's to a successful and historic year ahead.

Ashley Giles MBE

Chief Executive Officer

2024 Men's First XI Report

The 2024 season was memorable in many ways with Worcestershire's highest County Championship finish since the competition split into two divisions in 2000 and reaching the quarter-finals of the Metro Bank One Day Cup despite being ravaged by injuries.

But before I go into details of the playing side of the season, there are other matters I would like to draw attention to and none was more sad than the passing away of our promising spinner, Josh Baker, at the age of 20, during the early phase of the campaign.

It was obviously absolutely tragic and something you can never really prepare for or expect and the loss of Josh will remain with us forever and he will never be forgotten.

What was truly remarkable was how the players, support staff, everyone at the club, got through that and pulled themselves together.

We talk a lot about looking after each other, and looking out for each other, and that was needed more so than ever during that period of absolutely devastating news.

The squad had played a lot of cricket with him, and become really close to him. It was something that is really hard to put to words but just the way the players responded was immense.

Going off at a bit of a tangent, our overseas players should also take a huge amount of credit for the way they were throughout the season but also the way they reacted during that period in Jason Holder and Nathan Smith.

They would have only just met Josh but they understood the impact it had on the players, and the impact Josh had on everyone, and were just amazing

throughout.

To have those two with us, players of immense skill but of immense character as well...they were brilliant to have around.

We received a hell of a lot of support and Lynsey Williams, our PCA welfare officer, she was amazing. It was a real show of unity and everyone looking after each other.

Another issue I would like to draw attention to away from the action is the incredible work of Head Grounds-person Stephen Manfield and his staff after a winter of immense flooding meant the opening two home County Championship games had to be played at Kidderminster.

They get a lot of scrutiny at times, in terms of how they have to go about stuff and work, but you talk about players having resilience and I think the ground-staff led by Stephen have it in absolute abundance.

Everytime one of those floods comes in, it must be absolutely destroying for them but you would never know with the attitude, energy and positivity they demonstrate constantly.

It is amazing and certainly contagious for the players as well in terms of that. We are very lucky that we have Kidderminster as the back-up ground we use, for second team and obviously first team cricket.

Kidderminster, the club, and Worcestershire should be really proud of the way they put on the event there.

It is always a challenge, we know it might happen with the floods, and when it does it ends up being a heck of an operation, where the whole staff pretty much have to move across to Kidderminster.

It is a heck of a logistical effort and then the effort that the ground-staff at Kidderminster have to put in, but also our staff led by Stephen to make sure we've got two really good surfaces on club wickets in April which is really tough to do.

It was an amazing effort by everyone involved at the club to make sure we had some cricket on really good surfaces and, in terms of the facilities and resources we put on, they were absolutely superb and something the club should be really proud of.

Looking back at the actual cricket, there is much to admire and, beginning with the County Championship, there was a very positive mindset from day one about how we wanted to play and that was very much led by the players, and certainly by Brett D'Oliveira, who is a very positive captain.

Our aim in 2023 was to get promoted, which we did really well, and it was an opportunity to play Division One cricket which some of the lads had never done before, and there were others who were very inexperienced, but we wanted to be as positive as we could and also try and make an impact as much as possible.

We knew it would be really challenging at times and, as a goal, we wanted to stretch ourselves as much as possible and hit it head on really, and embrace what was going to be put in front of us. Individually players probably wouldn't be as happy as they could be about their stats and how their season went in terms of that. But there is always context to the stats and what they should be really proud of is the impact that they made as a group.

Throughout the season, guys made match-winning contributions, whether big or small, which enabled us to finish where we did, the highest position by the club since the Championship split into two divisions in 2000.

We knew we would have some

challenges along the way and I think the boys equipped themselves really well. There would have been some disappointing times in there - but how they reacted to those was really important.

That was a huge marker for us, in how we just kept reacting to whatever was put in front of us.

What happened, reminded me a bit of the 2023 season, when the turning point which gave us that momentum was the successive away wins against Leicestershire at Oakham School and Gloucestershire at Cheltenham College.

This time, during the T20 break we went up to Durham and won there, which was a phenomenal effort and also a lot of people also gave the lads plaudits for the Essex game and the win at Chelmsford which was amazing.

But to beat that Durham side away was phenomenal so those three wins really, which were quite close together in terms of games played in the Championship, proved to be crucial.

The boys played with a lot of belief and it is not always easy to do that, especially when it was in and around the T20 competition, where it hadn't quite gone our way.

It was amazing resilience displayed at Durham after being bowled out for 112 and also after being 10-4 on the first morning versus Essex. There are going to be many characteristics you need to try and achieve your goals and resilience is definitely one of those, and the boys showed that in abundance.

I think that is what makes us difficult to play against. I think the character and spirit that the players show will outshine the majority of teams we play against. If we are not quite up to it with our skill levels, we will certainly make up for it with how the boys work together as a team, how they stick together, and the resilience they show.

Moving onto the Metro Bank One Day Cup and to get to the quarter-finals, with so many players injured, and having to call up National Counties and Academy players to fill the gaps, was an incredible effort.

It was a real lesson for a lot of us, support staff included, but for players as well, we learnt a lot about each other during that period.

If anything can give you give the importance of how pivotal an environment is, it was probably that competition because those players came in and I think the environment helped them to perform....Tommy Sturgess, Tom Hinley, Fateh Singh, Hishaam Khan, and Jack Home.

I've been in their shoes where you are a young player who hasn't played much of that type of cricket, and it is really daunting, and they all did it brilliantly well, which is a testament to the environment they are in and also a testament to their character as well.

Also the senior players that were still there did a great job. Jake Libby captained the side really well and we are very lucky that we have a really good leadership team.

I'll always talk about Brett and how his captaincy is so pivotal but Jake is his right hand man in Championship cricket but then also leading that One Day Cup side was amazing, with Gareth Roderick being promoted to vice-captain.

The top three or four in the batting order did very well. Gareth Roderick, Ed Pollock, Jake Libby had really good tournaments. It was good to see Ed do really well and Jake was fantastic, averaging over 100.

Then in the bowling unit you saw a couple of outstanding performances, Jack Home against Derbyshire, Tom Hinley...it was just great to watch. Fateh Singh also bowled well and Tom Taylor also got runs and wickets.

Ethan Brookes bowled beautifully and was pivotal towards our success as well and we learnt a lot.

I think myself and Richard Jones probably looked at each other at the start of the tournament and thought 'this could be pretty tough' because of what (side) we had but it was a real show of strength of character from the players who came in, and we had young, hungry players who wanted to do really well.

I'm really proud of the way we go about the 50 over competition because it's probably the third one in terms of importance. It's played during the same time as The Hundred and it would be very easy for a club and players to not take it very seriously.

It is an opportunity for members to come and watch cricket at Worcester, and we are really well supported in it, which I absolutely love, and I thought we played some really excellent cricket.

Regarding the Vitality Blast, we faced quite a few challenges at the start and during the competition. I've looked back on it, and reflected on it as a coach, and we've learnt a lot of lessons. I made a few mistakes along the way in terms of that.

It was frustrating when we look back now in that we got quite close in quite a lot of games - but there is a reason why we didn't quite get over the line, and it wasn't necessarily and definitely down to the last ball or last over of games.

It was down to the other 39.5 overs in that game in which we didn't quite get it right but, like I said, we faced a lot of challenges along the way and we probably didn't deal with those as well as we could have done.

It was a huge learning curve and we hope we will improve from that but again there were still some outstanding performances.

Ethan Brookes did really well, Jack Home, Harry Darley got debuts in that format as well. I think it is probably Ethan's best format - but he had never played it before!

The way he took to it was excellent. Brett played all the games even though he was nowhere fully fit, Kashif missed quite

a lot of the cricket and we had to replace our overseas player just before the start (Usama Mir).

They are not excuses but things we had to overcome and we didn't do that as well as we could have done. We look back on it, and we've learnt quite a bit and we will hopefully be better for the experience.

It did feel at times that anything went wrong, did so – but it is not an opportunity to feel sorry for ourselves. We exposed some players to it for the first time, which is good, and that will help us going forward,, but we have to learn and hopefully be a better side for it during the coming season.

The fact we were so competitive the whole way through should give us a lot of confidence and heart. It was frustrating at times but we beat some good sides.

The performance against Birmingham Bears at Edgbaston was sensational and Matthew Waite probably had one of the best days a Worcestershire player is ever going to have.

We still have to take a lot of heart from the performances, and how we went about it, but out of all the competitions it was our most changed side. We lost Ben Cox, Pat Brown, Jack Haynes who had been absolute regulars in it, plus others as well who had played important parts.

The overseas players Mitchell Santner and Usama Mir had been such big parts of our team the previous year in helping us get to the quarter-finals so it was much changed.

Then on top of that, much changed throughout the tournament as well, so it felt like we were in a bit of transition and we just didn't deal with it, and that's not a slight on the players.

It was a real learning curve for us. The boys want to do well, it is an opportunity to get in some big knockout games and we just didn't quite give ourselves a chance to do that.

Alan Richardson
Men's Head Coach



2024 Women's 1st XI Report

In the 2024 season, Worcestershire Women's Rapids demonstrated strong performances in both the ECB Women's Twenty20 Cup and the ECB Women's County One Day Cup.

Our 50 over campaign showed our depth of squad and open opportunities for some of our pathway players to take the next step in their development. The standout of the competition came from our first game against Warwickshire where we amassed a score of 322. During the game Bryony Gillgrass who was at the time part of the Under 18's squad score 151 off 129 balls, which later went on to be the highest individual score of all ECB competition games in 2024 across the country.

Competing in Group Two, the Rapids secured five victories out of eight matches, accumulating 93 points and finishing as runners-up, just six points behind group leaders Warwickshire. A notable highlight was the partnership between captain Chloe Hill and long-serving all-rounder Clare Boycott, who shared a remarkable 207-run opening stand against Lincolnshire, with Hill contributing 93* and Boycott 63. Spinners Flora Bertwistle and Phoebe Brett were instrumental with the ball, collectively taking 26 wickets, our spin department finishing 1 and 2 in the leader board, Flora Bertwistle 14 and Phoebe Brett 12.

In the final day of T20 cricket for 2024 Chloe Hill and Clare Boycott walked out to bat and the partnership was broken on 207, with Clare scoring 67 and Chloe 93*, it was a fantastic display of by the two batters and testament to where their

game and the skill levels are going to. During 2024 we had 2 members of our squad play international cricket. The first came with Charis Pavely who has been through the Worcestershire Pathway and secured her position in England's T20I squad for a series against Ireland. Taking 3 wickets across her 2 games.

The second member of the squad was Phoebe Brett, again a product of the Worcestershire pathway, who was selected for the Under 19's world cup in Malaysia, playing in 4 matches she took 2 wickets.

2024 also saw a number of players rewarded on different levels for their involvement in cricket:

Clare Boycott - Awarded the Rapids Player of the Year for the third consecutive year, reflecting her consistent contributions with both bat and ball

Phoebe Brett - Honoured with the Young Player award for the second year running,

Emily Arlott - Professional contract with Warwickshire

Charis Pavely – Professional contract with Warwickshire

Hannah Hardwick – First professional contract with Warwickshire

Ellie Anderson – Professional contract with Somerset

Amy Maund – Warwickshire Academy

Phoebe Brett – Warwickshire Academy

Bryony Gillgrass – Warwickshire Academy

Ryan D'Oliveira
Coach



2024 Men's 2nd XI Report

The 2024 season was one of mixed emotions for Worcestershire's 2nd XI, with weather disruptions, a frustrating T20 campaign, and standout individual performances shaping the year. Despite the challenges, the squad showcased a strong culture and values, highlighting the depth of talent emerging within the club.

The red ball campaign proved frustrating due to adverse weather conditions, particularly at the start of the season. The first block of fixtures was severely impacted, leading to a stop-start campaign that hindered momentum and player development. However, the squad persevered, and the season concluded on a high with a dominant performance against Northamptonshire. Henry Cullen's outstanding innings of 230+ runs on a good pitch in ideal conditions was a major highlight.

The emergence of young talents was another positive, with Ethan Brookes making a significant impact early in the season. His performances earned him a call-up to the first team, where he continued to impress. Additionally, academy player Seth Essenhigh, just 16 years old, showcased his potential with a remarkable 98 against a strong Middlesex attack at Radlett.

The T20 competition followed a similar path to the previous year, with performances and results highlighting a key area of skill development needed. While individual performances were promising, the team struggled for consistency. Ed Pollock captained the side for most of the season and led by example, delivering strong T20 performances and proving to be an excellent professional.

One of the most exciting prospects in

the white-ball format was Tom Hinley. The left-arm wrist spinner demonstrated his ability to spin the ball both ways while also showing his destructive batting capabilities. At just 21 years old, he has the potential to become a key white-ball player for Worcestershire and is working hard over the winter to refine his skills.

Notable Individual Performances
Despite a frustrating season overall, several players stood out with strong performances:

- Henry Cullen – Magnificent 230+ in the final red ball game against Northamptonshire.
- Rehaan Edavalath – Another solid season, averaging 59. His consistency suggests he is ready for more first-team exposure and has long-term potential in the top order.
- Jack Home – Showed his capabilities early in the season against Somerset, bowling with pace and lateral movement. He has the potential to develop into a genuine all-rounder and will be given more opportunities next season.
- Harry Darley – Impressed in the red ball format, building on last season's progress. He is spending the winter in Tasmania to continue his development.
- Yadvinder Singh – Started the season strongly before an unfortunate injury. His return to full fitness will be crucial, as he has the potential to push for more first-team cricket.

Worcestershire continued its commitment to developing young talent, with several academy players gaining exposure to senior cricket:

- Toby Cox – Seam bowling all-rounder
- Henry Hawes – Seam bowling all-rounder

The exposure of academy players to a higher level of competition is essential

for their development and bodes well for the future of the club.

While the 2024 season was frustrating due to weather disruptions and inconsistency, there were clear positives. The emergence of young players, particularly in red ball cricket, provides a strong foundation for the future.

Next season will feature a deeper fixture list, allowing more cricket and increased opportunities for players to showcase their abilities. The focus will be on continued player development, ensuring

greater squad depth, and pushing more players towards first-team contention.

The resilience and strong culture within the squad were evident throughout the season, and with improved playing conditions and continued investment in young talent, the 2025 campaign promises to be an exciting one for Worcestershire's 2nd XI.

Richard Jones
2nd XI Coach



2024 Academy & CTP Report

2024 has seen us move towards supporting both the boys and girls pathway in similar fashion, with Tier 2 status comes the ability to appoint a designated lead and support staff for the girls pathway and senior side. Tier 2 status represents an exciting time for the girls pathway, for the first time Worcestershire will have a Head of Women's and Girls cricket (Ed Wilson) with the opportunity to deliver an outstanding experience. This will build on the excellent work done since Worcestershire CCC took over the responsibilities of running the girls pathway in 2019.

In November 2025 the game is expected to roll out an improved offer in the foundation phase of the pathway (U10-U13), we have developed our pathway in this space over the last five years with a greater focus over the last two years. We are running a pathway (Boys) which represents our community, supports large numbers, provides equal access to development opportunities and allowing players to reach their full potential in cricket.

It is pleasing to see the efforts in this space seeing a 60% representation from state schools and a 32% representation from diverse communities.

2025 has seen players from the pathway participate at regional and national level, we have seen Jeet Varaich, Lucian Brockman, Alfie Higgins and Joe Porter play at the Bunbury U15 festival whilst Toby Cox, Seth Essenhigh, Josh Leach and Jack Home played at the prestigious Super 4s festival. At the end of the summer Seth Essenhigh was a member of the England U19s for the tri series vs Ireland and Scotland U19s played at Loughborough. Jack Home went on to be selected for the Young Lions and England U19s over the winter of 24/25, Jack recently returned following a successful winter to continue his development in his

first full year with the club.

The under 18s played some outstanding cricket in 2025 with a young group with an average age of 16. The performances of Seth Essenhigh (U16) in white ball cricket were eye catching in their bravery, execution and intelligence, Seth went on to play a number of 2XI games in 2024.

The batting performances of Dan Lategan were outstanding in red ball cricket being one of the competitions leading run scorers, his twin hundreds away at Somerset were impressive in their powers of concentration and patience. To see Toby Cox and Alfie Higgins score 100s in U18 cricket is impressive, to bat for over 7 hours versus Gloucestershire was an amazing example of concentration and patience plus for an U15 to score a 100 versus Northamptonshire at Bromsgrove School is exciting for the future. The highlight of the year was our efforts versus Wales at Panteg CC, to bat for 116 overs to save a game is a mammoth effort by any side but by a group so young was impressive cricket and by far the most impressive in recent times.

It was pleasing to offer Worcestershire Academy places for 2025 to Henry Hawes, Jeet Varaich and Lucian Brockman, recently the club added Ben Jones from Kidderminster CC to the academy group. There is an exciting group of fast bowlers coming together and we look forward to seeing their evolution in 2025 alongside the rest of the pathway.

Elliot Wilson
Academy Coach



EDI & Safeguarding Report

2024 represented another year of progression for Equality, Diversity and Inclusion (EDI) and Safeguarding at Worcestershire guided by our club vision to create “Great experiences for all” and I am delighted to share with you some of the highlights.

A core value of the club is inclusiveness and one of our key people objectives in 2024 was to become one of the most inclusive employers in Worcestershire. As a business, we truly recognise the positive value of diversity amongst our staff and are committed to creating an inclusive and welcoming environment for everyone that comes to work at our Club.

We believe that we can only achieve excellence as a business by recognising the value of every individual and the unique perspective and skills that they bring. In July we were honoured to be recognised by INclusive Worcestershire as leading employer.

Cheryl joined the club in March 2024 and has been busy developing the safeguarding and EDI agenda across both the club and Worcestershire Cricket Foundation. A refreshed EDI strategy and plan has been approved by the Worcestershire board in January 2025 and is published on our website. The club achieved the Gold Standard from the Cricket Regulator for safeguarding in 2024 and I wish to commend Cheryl for the fantastic work she has undertaken in raising safeguarding standards for both the club and foundation.

Building trust and increased togetherness are important club values and often this is achieved by having greater transparency and creating greater opportunities for all. For the pathway, this means reducing barriers to accessing the pathway, enhancing routes into the pathway and reducing unconscious bias in the selection of

players. Of the 222 boys who are part of the cricket pathway, 60% attend a state school - above the national target of 55% and 32% of the boy's pathway is drawn from ethnically diverse backgrounds from 9 different communities. The girl's pathway, in comparison is 43% state educated and 10% of the pathway from ethnically diverse background (up from 5% in 2023). The number of girls participating on the pathway is 89 compared to 72 in 2023 and so whilst directionally it is improving, further development is needed. Worcestershire runs an open nomination process and there is clear joining information detailing selection policy, process and an independent appeals process which will also be signposted shortly on the website. To further expand access, new for 2025 is the introduction of an MCCF Hub in Worcestershire where 38 state schools have been offered support giving access to free coaching, free kit and summer match play.

To ensure we are listening to children in the Talent Pathway - 350 keyrings were created and distributed to all pathway children with dedicated QR code which sends the children to a form with their name, squad, 3 coaching questions and a safeguarding question. All Pathway and Academy coaches attended additional safeguarding training over the course of 2 evenings.

In June 2024 Worcestershire also achieved the status of being a Disability Confident Committed Employer by demonstrating that we widely advertised roles, that our recruitment process is inclusive and accessible, by anticipating and providing reasonable work adjustments. This has been achieved through widespread staff training and a thorough review of all recruitment policies. 15 staff members also successfully completed Mental Health First Aider training.

Building resilience is an important value to ensure the club remains sustainable and thrives long term for the benefit of all stakeholders in our community. During 2024, the Worcestershire Board of Directors, under Dominic's leadership was strengthened by the addition of Charlotte Thornton Smith and Sej Brar. Female representation improved to 43% of the non-executive board members. Importantly, the board now has a strong mix of skills and diverse backgrounds that are necessary to ensure the board is well placed to successfully navigate the future challenges of a changing game and the environmental challenges impacting the ground.

Finally, at Worcestershire we also highly value kindness. This can be expressed by being thoughtful about the needs of people that visit Visit Worcestershire New Road so that they have a great experience.

We have continued to adjust the ground access and experience. A multifith pod was installed July 2024 to the side of the Chestnut Marquee, a changing places area completed, and inclusive toilets are situated all around the ground supported by improved signage to navigate visitors. Ground staff are fully trained to support those with accessibility or additional needs including 12 members trained on Evac chairs. In September Worcestershire was nationally recognised for collaborating with the NSPCC by hosting an event for 50 of their staff called "Listen up Speak up" to equip their staff with more knowledge to help keep children and young people safe.

Emma Hallam

Board Director
and Lead for EDI and Safeguarding







Worcestershire County Cricket Club Limited
& Worcestershire County Cricket Club Trading Limited

Consolidated Accounts

**For the year ended
31st December 2024**

The consolidated accounts for the year ending 31 December 2024 are extracted from the audited accounts of Worcestershire County Cricket Club Limited and Worcestershire County Cricket Trading Limited. The accounts for both of these entities were prepared and audited by Thorne Widgery Accountancy Ltd.

Copies of the full signed audited accounts are held at the club's offices and are available for inspection throughout the year.

Accounts Commentary

We are pleased to report the Club has achieved an underlying profit before tax of £4,357, representing a turnaround from the £14,570 loss made in 2023. Sponsorship and advertising revenue has hit an all-time high of £689,872 and a year-on-year increase of £293,735 (74%). ECB income has increased by £347,239 predominantly due to the Maintenance Grant, albeit the costs in relation to the associated spend is included within Administrative expenses. Costs have been well-controlled despite continued pressure from inflation on wages and goods and increasing regulatory requirements to operate match days and premises.

Following the price increase in 2024, membership subscription revenue saw a year-on-year increase of £29,691 (9%).

Match ticket sales decreased by 14% due to a combination of weather and reduced buying confidence after the Kidderminster matches, plus 2023 included additional income for the New Zealand men's tourist match.

During the year, the Club's bank commissioned a formal valuation of the Worcestershire County Cricket Ground. This was a periodically-required valuation, performed by chartered surveyors Gerald Eve LLP, in light of the bank's charge over the Club's premises due to its borrowings. As a result of this review, the Club has had to make an impairment of £3,362,083 to reduce the carrying value of the freehold property asset. This impairment is treated as an 'exceptional' item in the Consolidated Income Statement due to its nature as a 'non-underlying' transaction.

The Club received all expected funding from the England & Wales Cricket Board (ECB) in accordance with the Country

Partnership Agreement. This funding includes the Maintenance Grant which has facilitated significant enhancements such as the new stadium PA system, a multi-faith room, a CCTV upgrade, a live-streaming pod and an electric gator.

Further strides have been made in reducing the Club's debt. The total debt from loans and overdrafts reduced by £760,277 in 2024 to £2,688,628. Deferred Income is accounted for under Creditors, including advanced funding from the ECB to assist cash flow. The total amount of advanced funding from the ECB is £1,141,677, unchanged from 2023.

Financial sustainability remains a key focus for the Club, as well as for other venues not hosting Test matches or The Hundred. The sale of the Hundred franchises will provide the Club with a unique opportunity. The ECB has outlined three priorities for the distribution of funds; debt reduction, revenue generation and building reserves. The Club intends to pay down its debts at the earliest possible opportunity. As we traverse this pivotal period, it is of paramount importance the Club makes decisions that secure financial sustainability for many generations to come.

Richard Sugden
Head of Finance



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Let's go!

WORCESTERSHIRE COUNTY CRICKET CLUB LTD

COSOLIDATED INCOME STATEMENT

For the year ended 31 December 2024

	Notes	2024 £	2023 £	2022 £	2021 £	2020 £
Turnover	1	7,118,958	6,624,387	5,897,611	5,199,464	4,163,984
Cost of Sales		(3,046,391)	(3,281,088)	(3,074,643)	(3,289,880)	(2,778,095)
Gross Profit		4,072,567	3,343,299	2,822,968	1,909,584	1,385,889
Administrative expenses		(4,006,546)	(3,258,582)	(3,059,221)	(1,927,350)	(1,867,095)
Other operating income	2	80,636	63,235	84,805	154,153	653,980
Operating Profit		146,657	147,952	(151,448)	136,387	172,774
Interest payable and similar charges		(142,300)	(162,522)	(83,987)	(69,698)	(116,340)
Profit/(loss) before Taxation		4,357	(14,570)	(235,435)	66,689	56,434
Taxation on profit on ordinary activities		171,906	27,910	32,148	(58,212)	(34,799)
Profit/(loss) for the Financial Year		176,263	13,340	(203,287)	8,477	21,635
<i>Exceptional item:</i>						
<i>Impairment*</i>		<i>(3,362,083)</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Profit/(loss) after impairment</i>		<i>(3,185,820)</i>	<i>13,340</i>	<i>(203,287)</i>	<i>8,477</i>	<i>21,635</i>

* During the year, the Club's bank commissioned a formal valuation of the Worcestershire County Cricket Ground. This was a periodically-required valuation, performed by chartered surveyors Gerald Eve LLP, in light of the bank's charge over the Club's premises due to its borrowings. As a result of this review, the Club has had to make an impairment of £3,362,083 to reduce the carrying value of the freehold property asset. This impairment is treated as an 'exceptional' item in the Consolidated Income Statement due to its nature as a 'non-underlying' transaction.

WORCESTERSHIRE COUNTY CRICKET CLUB LTD

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Balance Sheet as at 31 December 2024

	Notes	2024 £	2023 £	2022 £	2021 £	2020 £
Fixed Assets						
Tangible assets	3	4,452,296	8,012,376	7,715,331	7,835,792	8,023,073
Investments		15,390	15,390	15,390	15,390	15,390
		<u>4,467,686</u>	<u>8,027,766</u>	<u>7,730,721</u>	<u>7,851,182</u>	<u>8,038,463</u>
Current Assets						
Stock		33,782	84,983	51,483	73,409	38,482
Debtors	4	288,080	280,809	301,252	165,352	99,912
Deferred taxation		68,551	-	-	-	-
Cash at bank and in hand		177,056	135,501	123,790	88,791	353,039
		<u>567,469</u>	<u>501,293</u>	<u>476,525</u>	<u>327,552</u>	<u>491,433</u>
Creditors: Amounts falling due within one year	5	(3,963,878)	(3,772,240)	(3,386,917)	(2,691,071)	(2,883,869)
Net Current Liabilities		<u>(3,396,409)</u>	<u>(3,270,947)</u>	<u>(2,910,392)</u>	<u>(2,363,519)</u>	<u>(2,392,436)</u>
Total Assets less Current Liabilities		1,071,277	4,756,819	4,820,329	5,487,663	5,646,027
Creditors: Amounts falling due after more than one year	6	(2,072,976)	(2,469,408)	(2,518,263)	(2,950,206)	(3,175,259)
Deferred taxation		-	(103,294)	(131,265)	(163,413)	(105,201)
Net Assets		<u>(1,001,699)</u>	<u>2,184,117</u>	<u>2,170,801</u>	<u>2,374,044</u>	<u>2,365,567</u>
Share Capital		113	109	123	89	79
Reserves		(1,001,812)	2,184,008	2,170,678	2,373,955	2,365,488
Shareholder Funds		<u>(1,001,699)</u>	<u>2,184,117</u>	<u>2,170,801</u>	<u>2,374,044</u>	<u>2,365,567</u>

WORCESTERSHIRE COUNTY CRICKET CLUB LTD

NOTES TO THE ACCOUNTS

Year to 31 December 2024

EXTRACT FROM THE ACCOUNTING POLICIES

The following principal accounting policies have been applied:

BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared under the historical cost convention unless otherwise specified and in accordance with Financial Reporting Standard 102.

BASIS OF CONSOLIDATION

The consolidated financial statements present the results of the Group and its own subsidiaries ("the Group") as they formed a single entity. Intercompany transactions and balances between group companies are therefore eliminated in full.

GOING CONCERN

The directors have undertaken their assessment of continuing to operate in the foreseeable future within the current and anticipated resources available and the ability to realise assets and settle its obligations in the normal course of business. This assessment includes the consideration of material uncertainties. The directors make their going concern assessment in respect of a period of one year from the date of approval of the financial statements. The directors conclude it is appropriate to prepare the financial statements on the going concern basis.

TANGIBLE FIXED ASSETS

All plant and machinery over £1,000 are capitalised and are held at cost, net of depreciation and any provision for impairment. Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Plant and machinery and improvements to property depreciation is provided at 20%, freehold property at 2% and freehold land is not depreciated.

STOCK

Stocks are stated at the lower of cost and net realisable value.

PENSIONS

The Group operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. Once the contributions have been paid the Group has no further payment obligations.

DEFERRED TAXATION

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the reporting date. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

NOTES TO THE ACCOUNTS

	£	£	£	£	£
1 Turnover					
Subscriptions	362,110	332,419	357,973	298,431	144,829
Match receipts	326,270	378,321	287,816	95,502	11,887
England & Wales Cricket Board	4,228,078	3,880,839	3,604,295	3,849,616	3,473,128
Catering	1,158,101	1,169,653	956,213	431,010	183,918
Commercial	712,475	418,621	319,839	221,029	237,639
Retail sales	62,129	65,758	103,359	76,797	42,313
Worcestershire County Age Group (Pathway)	34,433	105,121	62,054	63,115	7,720
Car parking income	180,995	160,337	150,513	122,192	62,550
Concerts	54,367	113,318	55,549	41,772	-
	7,118,958	6,624,387	5,897,611	5,199,464	4,163,984
2 Other Operating Income					
Sundry income	12,517	9,948	54,737	52,893	63,818
Government grants receivable	-	-	-	76,150	586,452
Donations received	68,119	53,287	30,068	25,110	3,710
	80,636	63,235	84,805	154,153	653,980
3 Tangible Fixed Assets					
	Freehold property	Property improv'ts	Plant & machinery	Total	
	£	£	£	£	
Cost					
at 1 January 2024	7,905,924	606,657	920,275	9,432,856	
Transfers	-	-	78,620	78,620	
Disposals	-	-	-	-	
At 31 December 2024	7,905,924	606,657	998,895	9,511,476	
Depreciation					
At 1 January 2024	525,715	121,331	773,434	1,420,480	
Charge for the year	87,620	121,332	67,665	276,617	
Impairment	3,362,083	-	-	3,362,083	
Disposals	-	-	-	-	
At 31 December 2024	3,975,418	242,663	841,099	5,059,180	
Net Book Value					
At 31 December 2024	3,930,506	363,994	157,796	4,452,296	
At 31 December 2023	7,380,209	485,326	146,841	8,012,376	

NOTES TO THE ACCOUNTS

	2024	2023	2022	2021	2020
	£	£	£	£	£
4 Debtors					
Trade debtors	103,685	106,855	188,926	97,809	39,732
Other debtors	2	-	1,560	2,105	-
Prepayments and accrued income	184,393	173,954	110,766	65,438	60,180
	<u>288,080</u>	<u>280,809</u>	<u>301,252</u>	<u>165,352</u>	<u>99,912</u>
Creditors: Amounts falling due within one year					
Bank overdrafts	171,685	523,538	720,855	386,534	5,461
Bank loans	302,857	302,857	355,551	396,350	256,674
Other loans	142,500	146,500	146,500	146,500	531,500
Trade creditors	245,590	353,973	284,412	153,679	138,512
Other taxation and social security	527,245	254,051	293,505	297,492	273,390
Finance lease and hire purchase contracts	-	6,325	33,651	40,642	39,016
Other creditors	182,269	156,626	113,777	91,756	55,848
Accruals and deferred income	2,391,732	2,028,370	1,438,666	1,178,118	1,583,468
	<u>3,963,878</u>	<u>3,772,240</u>	<u>3,386,917</u>	<u>2,691,071</u>	<u>2,883,869</u>
6 Creditors: Amounts falling due after more than one year					
Bank loans	728,572	970,169	1,260,672	1,633,222	1,421,622
Other loans	1,342,737	1,499,239	1,228,226	1,249,035	1,396,674
Finance lease and hire purchase contracts	-	-	6,323	38,387	77,401
Accruals and deferred income	1,667	-	23,042	29,562	279,562
	<u>2,072,976</u>	<u>2,469,408</u>	<u>2,518,263</u>	<u>2,950,206</u>	<u>3,175,259</u>
Amount falling due within 1 year	445,357	449,357	502,051	542,850	788,174
Amount falling due within 1 - 2 years	374,552	421,589	421,589	548,580	508,294
Amount falling due within 2 - 5 years	1,348,232	1,252,910	1,015,071	1,089,654	910,558
Amount falling due after 5 years	348,525	782,555	1,052,238	1,244,023	1,399,444
	<u>2,516,666</u>	<u>2,906,411</u>	<u>2,990,949</u>	<u>3,425,107</u>	<u>3,606,470</u>

ADDITIONAL ANALYSIS, NOT FORMING PART OF THE AUDITED ACCOUNTS

	2024	2023	2022	2021	2020
	£	£	£	£	£
8 Cricket expenses					
Players and other cricket staff wages	2,067,053	2,452,909	2,253,661	2,159,917	2,135,520
Healthcare	146,032	161,681	127,984	138,689	124,118
Academy	67,347	65,896	49,917	27,737	36,733
WCAG (Pathway)	47,682	89,328	66,731	49,950	18,514
Stewarding & staging	226,687	121,618	111,469	81,760	9,287
Ground staff costs	153,165	141,070	146,107	119,197	110,234
Sundry cricket costs	613,345	550,070	471,630	444,743	180,901
Total	3,321,311	3,582,572	3,227,499	3,021,993	2,615,307
9 Commercial Activities					
Catering revenues	1,158,101	1,169,653	956,213	431,010	183,918
Sponsorship & advertising revenues	689,872	396,137	310,975	222,001	237,639
Retail revenues	62,129	65,758	103,359	76,797	42,313
Concert revenues	54,367	113,318	55,549	23,826	-
Subscriptions	362,110	332,419	357,973	298,431	144,829
Match ticket revenues	326,270	378,321	287,816	95,502	11,887
Car parking revenues	180,995	160,337	150,513	122,192	62,550
Total	2,833,844	2,615,943	2,222,398	1,269,759	683,136
10 Wages					
Directors	193,962	88,626	-	-	-
Players and coaches	2,067,053	2,452,909	2,253,661	2,159,917	2,135,520
Administration	314,755	277,260	344,427	210,009	288,839
Catering	456,693	388,589	419,535	329,664	303,566
Commercial	297,764	247,124	292,925	222,604	183,910
Total	3,330,227	3,454,508	3,310,548	2,922,194	2,911,835
11 Total Debt					
Bank overdrafts	171,685	523,538	597,065	297,743	5,461
Bank loans	1,031,429	1,273,026	1,616,223	2,029,572	1,678,296
Other loans	1,485,237	1,645,739	1,374,726	1,395,535	1,928,174
Finance leases	-	6,325	39,974	79,029	116,417
Total	2,688,351	3,448,628	3,627,988	3,801,879	3,728,348

Worcestershire CCC Board Governance 2024/25

Governance Overview

The Club is governed by the Club rules, and the Board is responsible for the Club's governance. The Board agrees the strategy for the Club, oversees that laws and regulations are being met, approves the budget, approves and sets policies and ensures the Club rules are adhered to. The Board then delegates authority to a set of committees that report back to the Board on a regular basis.

The Board met eight times formally during the year. Conflict of interest declarations were taken at each meeting.

<https://wccc.co.uk/the-club/club-board-of-directors-executive-team/> provides biographies of Board members and the executive team.

Governance Update

The Board paid close attention to the subject of governance in 2024. Under the leadership of Board member Rachel Wright, aided by Charlotte Thornton-Smith and the new Chair Dominic Riley, the Board reviewed all aspects of governance at the club. This included a thorough review of the Club rules plus a review of Club Committees and their Terms of Reference. This review was guided by the levels of requirements embedded in the ECB's Governance Framework forming part of the County Partnership Agreement which lays out the expectations for governance standards that are set by the ECB for the 18 professional counties.

As a result of that review the governance of the club is structured as shown below:

	Members	Notes
Board Structure		
Board members	Dominic Riley (Chair) Dave Baker (Vice-Chair) Ashley Giles (CEO) Charlotte Thornton-Smith Dave Manning Emma Hallam Rachel Wright Sej Brar Phil Neale (President) and Richard Sugden (Head of Finance/Company Secretary) also attend Board meetings but are not Board members.	Terms of Reference on file Meets six - eight times per year
Committees		
Risk and Audit Committee:	Dave Baker (Chair), Dominic Riley, Ashley Giles, Richard Sugden (Finance), Helen Grayer (Operations) Other budget holders as required.	Terms of Reference on file Meets twice per year

Cricket Steering Group	Dave Manning (Chair), Phil Neale, Paul Pridgeon, David Parsons (High performance lead for GB Netball), Ben Langley (Global head of sports medicine and science for Mumbai Indians), Ashley Giles	Terms of Reference on file Meets three times per year
Master Plan / Development Committee	Dave Baker (Chair), Dominic Riley, Ashley Giles, Rachel Wright, Bruce Cruse (ECB Director of Facilities and Infrastructure)	Terms of Reference on file Meets every six weeks since August 2024
Nomination Committee	WCCC rules state is made up of a Board member; CEO; Head of Supporters Assoc; Vice President Rachel Wright (Board member), Dave Broughall (Vice President), Andrew Jenkins (Supporters Association), Ashley Giles	Terms of Reference on file Meets as required
Remuneration Committee	Dominic Riley (Chair), Dave Baker, Richard Sugden (Finance)	Terms of Reference on file Meets annually
Board EDI and Safeguarding Lead	Emma Hallam	Standing item at every Board meeting
Governance – Board leads	Rachel Wright, Charlotte Thornton-Smith, Dominic Riley	Standing item at every Board meeting

The Board will continue to review our governance on an ongoing basis to ensure it is fit for purpose particularly in view of the updated ECB Governance Framework forming part of the 2025 'County Partnership Agreement 2' which was released late 2024.

In February 2025 the Board held a Strategy Review Day with the Executive Team. This is proposed to become an annual event.

Richard Law was a member of the Board for six years until December 2024 and is not seeking re-election at the AGM.

