



Annual Report 2025



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Board of Directors 2026

(Subject to election at 2026 AGM)

Chair

Dominic Riley

Vice-Chair

David Baker

Chief Executive Officer

Ashley Giles MBE

Elected Non-Executive Directors

Dominic Riley
David Baker
Emma Hallam (Senior Independent Director)
David Manning
Rachel Wright
Charlotte Thornton-Smith

Additional Non-Executive Directors

Sej Brar

Officials of Worcestershire County Cricket Club 2026

(Subject to election at 2026 AGM)

President

Paul Pridgeon

Patrons

Viscount Cobham
Baron King of Lothbury, KG, GBE

Men's Head Coach

Alan Richardson

Captains

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Jake Libby
Clare Boycott

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John Elliott
David Exall
Jack Randall
Peter Seward FCA
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Dave Broughall
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Cynthia Crawford MBE
Phillip Neale OBE
Fanos Hira FCA
Paul Pridgeon

Honorary Life Members

Graeme Hick MBE
Phillip Neale OBE
Rev'd Michael Vockins OBE
Fanos Hira FCA
Paul Pridgeon
Tim Jones

Dear Member,

The Annual General Meeting of the Club will be held on Thursday 26 March 2026 at 7.00pm in the Graeme Hick Pavilion at New Road.

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

Annual General Meeting 2026

1. Welcome by the President Phillip Neale OBE followed by Apologies for Absence and a minute's 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 31 March 2025. (Agreed by the Board and published for Members via the Club website).
3. Chair's welcoming address
4. To receive the Annual Report and Statement of Accounts that accompany this notice
 - A. CEO & Cricket Report
Ashley Giles MBE
 - B. Finance Report
Richard Sugden
5. To elect Mr Paul Pridgeon as President as recommended by the Board.
6. To re-elect David Manning and Emma Hallam as elected non-executive Directors.
7. To seek the approval of the Meeting for the appointment of Sej Brar as an Additional Director in accordance with Rule 17.4
8. To address any other business and questions of which seven days notice has been given to the Chief Executive Officer and approved for discussion by the Chair of the meeting.

2025 Chair's Report

Where else can I start but with that magnificent day at Trent Bridge in September and our victory in the One Day Cup. A victory dedicated to the memory of Josh Baker. It is 31 years since our previous One Day Cup triumph, a strong reminder that trophy wins don't come round too often. So let us all enjoy it. Hampshire were extremely gracious in defeat and the day reflected the true 'spirit of cricket'. It was yet another demonstration that Worcestershire is a family club and that our success is built on everyone working together – players, staff, members and sponsors.

Perhaps the highlight of the season for our women's team, playing at the newly organised Tier 2 level, was a victory over the professional Yorkshire women's team away at Headingley. Our men's second team reached the final of the Second XI County Championship, another superb result which reflects the quality of our wider squad and our up and coming young talent. And while we were unable to retain our Division One status in the County Championship there was no lack of effort and we will be fighting hard for promotion in 2026.

Off the field we posted record revenues, thanks especially to the efforts of Ashley Giles our CEO and our commercial team. We thank all of our sponsors; without you we could not deliver the quality of offering that we aim for both on and off the field. I know from meeting so many visiting supporters and Board Directors from other counties how much people look forward to visiting us at New Road.

I would also like to thank our members for the consistent support that you have shown the club this year and for the warm welcome that you have given to me since I joined in 2024. Our members are the bedrock of the club and your support has maintained us through thick and thin over the years.

Turning to wider matters, since arriving as Chair I have focused on three main areas - increasing financial stability, improving governance and undertaking long-term planning.

Starting with our aim of achieving financial stability, 2025 was perhaps the most significant in the club's history. The sale of the eight Hundred franchises will deliver over time a capital sum of c.£500m to the ECB for distribution to the professional and recreational game. Our specific share of that pot is held 'on account' at the ECB and we can only access it for very specific, capital related projects. I want to clarify that it does not sit in the Worcs CCC bank account or on our balance sheet.

The first thing we were able to do with our share of this 'pot' was to pay down the £4.5m of accumulated debt recorded on our balance sheet. This alone has put us in a much stronger financial position. We still need to aim for break even or a profit each year but with the elimination of our annual interest payments we will be able to increase our spending on and off the field in 2026. Indeed, we increased our playing budget by £75k during the season in 2025 in an attempt to retain Division One Championship status.

Overall, we posted an operating loss of £31k in 2025 and suffered an additional £117k of flood related costs. But we also received c.£400k of 'unfettered' money from the sale of The Hundred franchises and c.£150k

in interest on our deposits in the year. This means that we will receive c.£550k which is not shown in the 2025 accounts and can be drawn down as income in future years. The club is in an improving financial position with the continued support of the ECB.

As regards long-term planning, the Masterplan Committee under our Vice-Chair Dave Baker has been busy this year. We have commissioned a series of expert reports and had wide ranging conversations with parties locally. We shared a very detailed summary of the findings with members in 2025 and you will know that the experts' conclusion is that we are unable to effectively defend New Road from increasing floods. We are therefore seeking an 'additional ground' that will allow us an alternative location to play professional cricket. As you can imagine, this process is painstaking and thorough but we are moving forward and we now have some options in mind. We will tread carefully and the economics of a new ground have to work in a long-term, sustainable manner.

Our new Board members have settled in well and each Board member makes a significant and valuable contribution to the club. I would like to thank them for volunteering their time.

Finally, each year the ECB assesses the 18 professional counties on a red/amber/green scale for their overall sustainability. I am pleased to say that we have moved from red to amber this year. We are making small steps in some areas and great strides in others. It is a great time to be a part of the Pears' family.

Dominic Riley
Chair

2025 CEO's Report

As I reflect on the past year at Worcestershire County Cricket Club, it feels like another period of genuine progress, learning and resilience, both on and off the field.

Off the field, the business team has delivered another outstanding year. We achieved record-breaking levels of sponsorship and hospitality covers, which is a real credit to the quality of our partnerships, the strength of our relationships with the local and national business community, and the experiences we continue to create at New Road. This commercial momentum is vital to the long-term sustainability of the Club and reflects the growing belief in Worcestershire as a brand and as a place to do business. A notable development this year has been the evolution of Joe Tromans' role from Commercial Director to Chief Revenue Officer. This better reflects the breadth and strategic importance of his remit, and the leadership he provides across all revenue-generating areas of the Club.

With this success we have continued to build depth and quality across the business team, bringing in high-calibre individuals who are raising standards and strengthening our capability for the future. Alongside this we have invested a lot of time into developing our culture, with the aim to create the right conditions for both high performance, and the support and development of our most important asset, our people. Given the work we have done here, we were delighted to be ranked number one across all the professional counties for the areas of inclusion and diversity in the most recent game wide census. This recognition is a reflection of the culture we are building and our commitment to creating a Club that is welcoming, representative and rooted in our community.

The arrival of the Hundred sale monies has been genuinely transformational for Worcestershire County Cricket Club. Overnight, it has changed our financial position, leaving us virtually debt free and giving us real confidence in a bright and sustainable future for Worcestershire cricket for the next 160 years and beyond. It has provided stability, breathing space and opportunity at a time when the game continues to face financial uncertainty. It is important to be clear, however, that this funding is not free access. The monies can only be drawn down against specific criteria, such as revenue-generating activity or infrastructure development. This structure is deliberate and sensible, designed to ensure the funds are invested in strengthening the long-term foundations of the Club rather than being absorbed into a short-term race to win cricket matches and the hyper-inflation of player wages. Our responsibility is to use this opportunity wisely and strategically, with the long-term health of Worcestershire always at the forefront of our thinking.

Despite the improvement in our financial position, we did record a small loss this year. This was partly driven by increased investment in overseas players during 2025, as we sought to give ourselves the best possible chance of retaining our place in Division One of the County Championship, and partly by the significant costs associated with managing and cleaning up after the winter floods at New Road. These are the realities of operating at such a unique and historic venue, and they continue to shape the way we plan and invest. Even with the Hundred monies now in place, we must remain careful and diligent from a financial

perspective. Prudence and discipline will remain essential if we are to build a Club that is genuinely sustainable in the long term.

On the field, there have been highs and lows. We were disappointed not to retain our place in Division One of the County Championship. That outcome hurt, but it does not detract from the effort, commitment and progress made by the players and staff. Encouragingly, our improved performances in the T20 Blast give us real reason to be positive as we head into the new season.

The standout moment of the year was, of course, our Metro Bank One Day Cup win at Trent Bridge in September. It was an incredible day for everyone connected to Worcestershire and a just reward for the hard work that has gone into performance improvement and the development of a high-quality, values-led culture within the cricket department. That victory also carried deep emotional significance as a tribute to Josh Baker, who we so tragically lost during the previous campaign. Winning the trophy in his memory brought the Club together in a powerful way and served as a reminder of what sport can represent beyond results alone. Days like that do not come around often, and they remind us that we must enjoy those special moments as you don't win trophies every year; they are special memories.

This year also marked our first season in Tier 2 of the women's structure, which has given us an opportunity to find our feet in a new and evolving landscape. It has been a year of learning on and off the field, and we now have the chance to build greater consistency, strengthen pathways and continue to grow the women's game within Worcestershire as this programme develops.

Alongside everything else, the long-term sustainability of New Road remains one of the most significant strategic challenges facing the Club. The ongoing risk of flooding and the constraints of the site are well understood, and we continue to progress the additional venue project alongside a team of specialist consultants appointed by the Club. These are complex, long-term decisions that will shape Worcestershire CCC for generations, and we are committed to approaching them with care, ambition and realism.

We have invested in strengthening both our on-field and off-field teams, but we must remain disciplined and avoid being drawn into an arms race to win Division One of the County Championship against counties with significantly larger revenues and much deeper pockets than our own. Our ambition is to compete, to be brave and to punch above our weight, but always within our means.

Sustainability, on and off the field, remains our number one priority.

We were also saddened this year by the loss of two huge figures at New Road. John Curtis, our much-loved Club Reporter, and Norman Gifford, a true playing legend of Worcestershire CCC, both passed away. Each, in their own way, played a significant role in shaping the story and spirit of this Club, and both will be deeply missed.

Finally, I would like to thank our Chair, Dominic, the Board, my Executive team and all of our staff for their continued support, commitment and hard work throughout the year. I would also like to thank all of our players, coaches and captains across both the men's and women's teams for their professionalism, dedication and the way they represent Worcestershire on and off the field. The progress we are making is a direct reflection of the collective effort and standards they set every day.

I would finally like to thank our members, supporters and visitors for their unwavering backing of Worcestershire CCC and the work we do. Your support – at New Road, on the road and across all our activities – is what makes this Club so special, and gives it purpose.

We look ahead with optimism, realism and ambition. There are challenges still to face, but with strong foundations, clear values and a relentless focus on sustainability, Worcestershire County Cricket Club can continue to thrive for generations to come.

Ashley Giles MBE
Chief Executive Officer

2025 Men's First XI Report

What a year 2025 proved to be. A rollercoaster ride of a season that will live long in the memory, culminating in being crowned Metro Bank One Day Cup Champions at the end of September.

That was a seminal, full-circle moment that rewarded the hard-work and emotional journey this club and everyone involved in it has been on across the last few years and something that everyone at the club should be very proud of.

Trophies don't come around very often and require a huge collective effort, which is something we as a group have spoken about a lot, alongside the importance of celebrating that achievement and cherishing the memories that will last a lifetime.

Through some testing times in Division One, where our efforts were not enough to avoid relegation from Division One, there were a number of positive moments.

The continual displays of togetherness and the sense of belonging that has been created at a place we all call home transmits far beyond the boundary.

We were lucky enough to be led superbly by our captains throughout 2025, notably our Club Captain Brett D'Oliveira, who, alongside Jake Libby and Adam Hose, set the highest possible standard for the group, both professionally and as people.

The players and our coaching group would not be able to do what we do without the work of all of those off the field, who really define what it means to be part of this amazing club, where commitment, dedication and a will to go above and beyond are always at the forefront.

That first thanks goes to our overseas contingent, in Henry Nicholls, Jacob Duffy, Khurram Shahzad and Ben Dwarshuis, who all made a really positive impact on the group both out on the pitch and in the dressing room.

Carrie Lloyd, who rarely takes any plaudits, also deserves huge recognition for her relentless work behind the scenes to ensure we are always as best prepared to play, train, travel or stay all year around.

Another man who we as a club need to thank is Stephen Manfield, our Head Groundsperson, who year on year continues to produce in one of the most unenviable and unique set of circumstances in any sport, anywhere in the country.

Starting a second successive year in Division One for the first time in the club's history, after an outstanding effort to retain that status the previous year, we knew challenges were going to present themselves from the outset.

The character of this group however, was clear to see throughout, with every member of the squad making contributions across the summer, whether that be with the ball, bat, or indeed in the field. We talk a lot about being a cohesive unit, a quality that regularly came to the fore when we found ourselves under pressure.

It only felt like two four-day matches really got away

from us, and you would imagine it is hard to take positives from a year that ends in relegation, but there were lots of moments throughout the summer.

Frustration is the overriding emotion that surfaces when I reflect on the red-ball season, where we learnt lots of harsh lessons in the unforgiving and ruthless nature of Division One, where the examinations are that bit more thorough and the quality lining up against you continues to persevere for that bit longer.

Having said that, our frustration was not born out of a gulf in class or lack of quality, because that was rarely the case. At times we lost out in key moments or let momentum slip away from us in a vital session, that meant we fell away from matches we had been very competitive in.

Starting the year with three successive away matches, that memorable draw at away at Somerset highlighted our resilience and capabilities, where Brett and Matthew Waite batted for a combined 109 overs to salvage us a draw in a match that exemplified our resolve.

Brett's century was a real captain's knock, full of class and determination, before Matthew fended off everything Somerset tried to throw at us for just under six hours to ensure we collected our first points of the season in a brilliant start.

The positive signs early in the season were there for all to see, as we came up agonisingly short away at Essex, before Jake Libby's sublime 167 nearly saw us nick a memorable victory away at Sussex, only for us to fall just short of our second innings target of 360.

One of our highest moments of the season came during our win at home to Essex in May, when Matthew once again proved his value as a genuine all-rounder, producing a superb first-innings 73, before taking 6-19 with the ball to win us the game.

We always celebrate those moments, given how hard it is to win four-day games of cricket and the challenges it presents, especially when they come at New Road. The positive momentum in red ball cricket continued in our rain effected draw against Warwickshire, another game where our bowling unit really stood up. Jacob Duffy showed his class with a brilliant fifer, while Tommy's remarkable season continued to blossom, which eventually saw him finish the season as leading wicket-taker in Division One.

The indications of Tom's quality were evident as soon as he joined us in 2024, but he really hit his straps last summer in red ball cricket, not only taking 58 wickets, but becoming our go to man with the ball, who led our attack with excellent skill and control, harnessing that increased responsibility.

The start of our Vitality Blast T20 campaign was a period where performances continued to take us close without finding that killer edge, none more so than our opening group match away at Lancashire Lightning, a game where Ben Dwarshuis and Ethan Brookes showed their white ball pedigree but ended in us falling just short on the night.

Three wins from our opening seven games was

probably a fair reflection, momentum came and went and we found ourselves on the wrong end of a couple of results, but there were plenty of positives. None more so than our overseas bowling duo who combined really nicely for us at the top and the death.

Notts Outlaws away is a game that stands out in my mind, where we showed real spirit to win at Trent Bridge - a really impressive win having been 1-2 in the opening exchanges. Adam's 95 deserved a century, but his stunning innings won us that game. He and Kashif Ali came together in a brilliant partnership to turn the game on it's head and eventually see us over the line.

A pivotal moment in our campaign was undoubtedly the last ball defeat away against the Bears at the end of the first block, where we missed the chance to win a low-scoring affair in a frantic finish, but we could feel the steady improvement coming as we learnt how narrow the margins were in T20 cricket.

The steady improvement continued in the second block of group games where our search for consistency began to click, aided by some outstanding individual performances.

The introduction of Isaac Mohammed, a 17-year-old star in the making, helped us find a new tempo at the top of the order, before Kash showed his talent once again with a blistering 88 away at Northants Steelbacks, and Ethan's stellar tournament continued with three fifties in the final handful of matches.

Frustratingly, again, it all seemed to come together in the last couple of games, where we left ourselves a little bit too much to do, but in another scenario, seven wins will often see you into the knockouts. To fall short was disappointing, but the nature of T20 cricket doesn't allow any let up, which has helped us identify our areas of improvement for 2026 and our strategies to kick on for next year are being put into place already.

In amongst all the white-ball action, we were again reminded that we had all the tools to compete in the top division of four-day cricket but were struggling to find a way to stitch everything together, as Adam and Jake Libby showed all of their class during their record-breaking partnership at Hampshire.

We probably produced the perfect performance for three out of the four days during that match, but we weren't quite able to convert our chance right at the end. Nevertheless, those opening two days will be remembered for a long time by anyone who had the pleasure of watching Adam and Jake go to work.

Their record-breaking stand of 395 was outstanding; Adam finishing with a career-best 266 against his former side while Jake batted through almost two days to finish with a sublime, unbeaten double-hundred in one of the highlights of the season.

August saw us begin our Metro Bank One Day Cup campaign. With Adam away at the Hundred and all the coaches aware of the workload our bowlers had been under for the first half of the summer, we rotated but found a really nice rhythm from the start. Gareth Roderick, who had played in every match up until the start of the 50-over tournament, was given some time off to manage his body, after keeping wicket and batting to his usual high-standards it worked well for us to blood young Henry Cullen, who had been knocking on the door for some time.

The Metro Bank One Day Cup offered us a chance to bring in the likes of Jack Home, Henry Cullen, Isaac

Mohammed, Dan Lategan and also let Jake take the reins as skipper, alleviating some pressure off of Brett, to bring the best out of his batting. It is a real feel-good tournament full of opportunity, and one the whole group were keen to maximise as soon as we got underway.

Our major focus has been to push our batters and take strike rates from 60s/70s up into the 80's and 90s. Going back to a different mindset - be positive and trust your instincts.

The scare away at Notts with the last-ball tie was a healthy thing to be happen. It felt like a loss, but Kash produced an excellent ton and Jake started as he continued through the rest of the competition, in sublime touch.

At every pinch point, someone stood up for us, something that in previous scenarios we maybe had been lacking. Ben Allison produced his best form of the summer, finishing as the leading wicket-taker in the tournament, going from strength to strength.

The only blip came against Gloucestershire at home, but that didn't affect the group's mindset, we turned the corner straight away in really admirable fashion.

Brett's century at Derbyshire stands really clearly in my memory, everything about that knock was so mature, least of all his partnership that developed with young Dan Lategan, who grasped his opportunity with both hands, showing experience beyond his years to close the game out for us and complete a really composed, well-orchestrated chase of 300-plus.

Everyone knew their roles, the plans were stuck to and the cohesion was palpable, Jake remained so calm throughout, and the boys had the upmost faith to deliver whenever they were called upon - there was rarely a feeling of uncertainty.

Henry took his chance with the bat and the gloves, regularly chipping in down the order with some eye-catching cameos, while Rob Jones anchored our middle-order, with his match-winning ton against Glamorgan another highlight.

Ben Allison's superb 6-35 against Hampshire teed us up nicely for the unforgettable 'Blue for Bakes' Day at New Road against Surrey, where I am sure Josh Baker was watching over the boys as they booked top-spot in the group.

That was one of the most heartwarming and memorable days in my time at this club, as the sense of family, unity and pride swept the whole ground and undoubtedly carried us through, with Josh's name proudly worn on the front of our match shirt, each time we stepped out to play he was in our thoughts.

I distinctly remember the way Brett conducted himself in the lead up to the final, displaying all the attributes as the ultimate 'team first' man, who led the group and helped them prepare in the best means possible, despite being unavailable through injury. For me, that epitomised what the club is about; wholeheartedness, togetherness, and a genuine care for his teammates, that was so evident when we enjoyed that crowning moment, and the emotional outpour began.

The rest as they say, is history. To see the fairytale come true on September 20th will forever be engrained in my mind, as I am sure it will be for all the players, coaches, staff and supporters who can say they played their part on a proud day for everyone involved.

The return to the County Championship in September

allowed us to introduce Dan, Isaac and Rehaan Edavalath to red-ball cricket for the first time that season, and to come in against international quality bowlers in their first couple of games is about as tough as it gets, but the step up will only stand them in good stead as we look ahead to next season and we continue our growth.

We pushed Nottinghamshire all the way in another close encounter that reminded us the fine margins at the top level, but we continued to fight until the very last ball of the summer, in typical Worcestershire style. 2026 will be centred around progression, where we will continue to evolve on the pitch, as well as develop and grow off it. We have big ambitions to ensure a successful year of cricket and bring more happy memories to our supporters at New Road.

I would like to finish by thanking Ed Pollock, Tom Hinley and Yadvinder Singh for their contributions during their time with us here at Worcestershire, despite leaving us at the end of the season, all three lads made a significant contribution during their time here, on and off the pitch, and are welcome back anytime.

Alan Richardson
Mens Head Coach

2025 Women's 1st XI Report

The 2025 season marked a major step forward for Worcestershire County Cricket Club's women and girls programme, with the introduction of the new national Tier structure and the inclusion of the Women's Rapids at Tier 2 level. Alongside this, the girls' pathway continued to grow in both participation and quality, supported by increased staffing and contact time and clearer progression routes.

The girls' pathway expanded significantly during 2025, growing from 89 to 111 players over the winter period. This growth reflects both the increasing profile of the women's game and Worcestershire's commitment to providing accessible, high-quality opportunities for girls across the county.

Winter coaching time for the girls increased from 25 to 36 hours, strengthening player development across all age groups. In addition, just under 50% of pathway players attend state schools and they are now supported by the club's new state school provision, providing them with additional training hours to 'level up' the opportunities they receive.

The girl's programme is now supported by two full-time staff, representing a significant investment in the women and girl's pathway.

- Ed Wilson, Head of Women's & Girls Cricket, leads the Women's Rapids, Under 16s, Under 18s and Emerging Player Programme (EPP), and oversees the strategic direction of the entire pathway.

- Jess Beach, Girls Performance Coach, is responsible for the Under 13s and Under 14s and has led the launch of two new initiatives in 2025: Waves, a state school programme, and Early Engagement, aimed at girls aged 9-12.

- The women's team is also supported by Stuart Bull (physio) and Ashleigh Legge (Strength and Conditioning Coach)

These developments have strengthened the pathway structure and improved long-term player development.

There were some notable performances in the pathway in 2025 with Bryony Gillgrass making 230 against Shropshire in the U18 Knockout cup and Caitlin Baker-Smith made an unbeaten hundred against Warwickshire Under 16's. Pippa Woodward and Izzy Dunn also took 5 wicket hauls during the summer.

The inclusion of the Women's Rapids at Tier 2 level was a landmark moment for the club. In their first season, the team finished sixth in the Metro Bank One Day Cup and fourth in their Vitality Blast T20 group.

While the final standings reflect a mid-table finish, they do not fully capture the competitiveness of the side. The Rapids opened the season with an outstanding away victory against Yorkshire at Headingley, a fully professional side who won the competition and have since moved into Tier 1. The team secured four wins during the campaign and remained in contention for a top four semi-final place going into the final two matches. Defeats to strong Middlesex and Glamorgan sides ended those hopes, but the season provided valuable experience for a young squad adapting to the demands of Tier 2 cricket, alongside several Tier 1 call-ups.

Player progression remained a key success of the 2025 season:

- Phoebe Brett (17) signed for Birmingham Phoenix in The Hundred and has since earned a professional contract with Warwickshire.

- Ruby Davis, on loan from Somerset, secured a professional contract with Somerset following strong performances in Tier 2 and Academy cricket.

- Bryony Gillgrass earned a short-term contract with Warwickshire and was named in the England Women's Under 19 squad.

- Sophie Beech, a Warwickshire Academy loanee, also earned a short-term professional deal with Warwickshire.

Within the Rapids squad, Captain Clare Boycott finished as the team's leading run-scorer, while Flora Bertwistle and Jess Beach impressed with the ball. Caitlin Baker-Smith (15) made her senior debut and claimed 3 for 8 against Leicestershire in the Vitality Blast, including a wicket with her first ball.

Another highlight for the Rapids was recording their highest ever List-A score when they piled on 380-6 in 50 overs against Derbyshire. Captain Boycott (112) becoming the first Rapids player to score a century in the Tier 2 era. Boycott put on 150 for the first wicket with Gwen Davies, the opening pair registering 2 fifty partnerships and 2 hundred partnerships for the opening wicket during the campaign.

With the core of the Rapids squad retained for 2026 and strong engagement in the winter training and fitness programme, the outlook for the women and girl's pathway is highly positive. The foundations laid in 2025 provide optimism for the year ahead.

Edward Wilson

Head of Women's & Girls Cricket



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2025 Men's 2nd XI Report

The 2025 season proved to be an encouraging and progressive one for the 2nd XI, marked by strong performances across both formats and clear evidence of the club's player development pathway continuing to bear fruit.

After a heavily disrupted 2024 campaign, the squad responded impressively, showing plenty of resilience and an ability to compete consistently against some very strong opposition.

The red-ball season was a particular highlight, as we progressed to the Championship Final at Loughborough University, where we were beaten on the day by Surrey, by 201 runs.

The final proved to be one step too far, with Surrey too strong for our side that featured four trialists and three Academy players. Despite this, we remained unbeaten in the group stages (P5, W3, D2), reflecting both the depth of the squad and the collective approach taken throughout the season.

Batting performances were a major strength, with 14 centuries recorded across Championship and friendly fixtures by 12 different players.

Henry Cullen continued to demonstrate his considerable red-ball credentials, producing the highest score of the season with 221, following on from his 234 in the final match of 2024. He finished the campaign with 423 2nd XI Championship runs at an average of 70.5, placing him among the leading run-scorers in the country.

Ben Gibbon also enjoyed an excellent return to form, taking 31 wickets across the red-ball season. After an injury-affected 2024, it was really pleasing to see him complete a full, uninterrupted campaign and re-establish himself as a consistent bowling option.

Just as significant as the results was the continued integration of young players, with twelve Academy and Pathway players featuring during the red-ball season, underlining our commitment to providing meaningful opportunities for emerging talent and reinforcing the club's identity as a development-focused environment.

The T20 season showed marked improvement on the 2024 campaign. We narrowly missed out on Finals Day qualification on net-run-rate, winning six and losing three of our 10 matches. Despite this, we were able to demonstrate far greater consistency and composure in key moments. The team repeatedly found ways to close out tight matches, reflecting growth in both skill execution and tactical awareness.

Henry carried his form into the shorter format, finishing as the second-highest run-scorer in the country with 344 runs at an average of 43. His performances across both formats highlighted his development into a confident multi-format player.

Ben Gibbon's effectiveness with the new ball and at the death was instrumental in several of our victories, and his season was rewarded with a Vitality Blast T20 debut. A winter of grade cricket in Adelaide, South Australia, should place him in an excellent position heading into 2026.

Another major positive was the emergence of our two young dynamo's: Dan Lategan and Isaac Mohammed. Though vastly different in style, both of them demonstrated the temperament and skill required to deliver on the biggest stage, going on to represent the club in both red and white ball cricket.

Both players have shown a strong appetite for development and are genuinely exciting, long-term prospects for the club.

Overall, the 2025 season reflected a step forward for the 2nd XI. The playing group demonstrated their ability to compete across formats while we continued to prioritise player development and progression.

The number of Academy and Pathway players exposed to senior cricket was especially encouraging and aligns closely with the club's long-term vision of producing adaptable, match-winning cricketers.

With a full programme of competitive and friendly fixtures already scheduled, 2026 promises to provide further opportunities for growth. The foundations laid this season position the squad well for continued progress, and I look forward to supporting newly appointed 2nd XI Coach Alexei Kervezee wherever possible throughout the year.

Richard Jones
Assistant Coach

2025 Boys Academy & CTP Report

Pathway Vision and Culture

The Worcestershire CCC pathway continues to aspire to ensure that all families and players, at whatever stage they leave the programme, do so with a positive image of both the game and Worcestershire CCC. While we acknowledge that we will not get this right for everyone, the efforts across the programme to create a level playing field, build teams that genuinely represent our community, and demonstrate that everybody matters have been impressive.

Within our Foundation Phase in particular, we continue to see large numbers of young people being offered appropriate opportunities at a level where they have a genuine chance to succeed. This remains central to our philosophy and long-term player development model.

Recognition, Values and Professional Progression

In 2025, the pathway recognised players who not only demonstrated the courage to affect games of cricket but also showed the consistency to live the values and standards of Worcestershire CCC.

Daniel Lategan, supported brilliantly by his family, made a huge commitment to life in Worcester. It was a proud moment for everyone to see that commitment recognised with his first professional contract – and his performances since have fully justified that opportunity.

Partnerships and Community Impact

During 2025, the pathway formally partnered with the JB33 Foundation, providing another important avenue to remove barriers that affect engagement with the talent pathway. For this, we extend our sincere thanks to Paul and Lisa. We hope this partnership plays a small part in keeping the memory of Josh present in the minds of all at Worcestershire CCC, while making a meaningful difference to young people accessing the game.

Regional and Representative Cricket

The pathway saw significant recognition at regional level in 2025. Jimmy Turton, Rufus Lapsley, George Hall, Arjan Barad and Will Gadsby were all selected to represent the Midlands at U15 level. Unfortunately, Jimmy and Rufus both missed the Bunbury Festival through finger injuries, but they have many exciting opportunities ahead of them.

At Super 4s level, Ben Jones, Henry Hawes, Lucian Brockman and Seth Essenhigh were selected for the Midlands. Both Lucian and Henry produced standout weeks that firmly placed them in contention for future recognition. Lucian also made his debut in Second XI cricket, taking that step confidently and successfully in his stride.

Individual Excellence

Following his performances at Super 4s and throughout the U18 programme, Henry Hawes was deservedly recognised as the Damien D'Oliveira Academy Player of the Year. His century before lunch in the three-day game at Thornbury, batting at number six on day one, was a spectacular performance and a moment of real quality.

U18 Programme and Emerging Talent

Leading into the U18 three-day competition, the group carried a six-year undefeated record – something the greatly missed John Curtis loved reminding us of. Sadly, in the first game of 2025 since his passing, that run came to an end against a strong Somerset side at Bromsgrove School. However, the fixture also saw the return to cricket of Assadullah Azami, who secured an academy place midway through the summer following exciting performances in the Second XI. Over the coming weeks, Asad went on to produce a remarkable series of performances in the three-day competition, including four consecutive five-wicket hauls, in a run of form unlike anything we have seen before.

With the introduction of U19s into the boys' academy pathway, Asad now benefits from balancing his university studies with the full support of the club's academy structure. Looking ahead, 2026 promises to be an exciting year for him and for everyone involved in the pathway.

2025 has been a year of progress, recognition, partnership and performance across the Worcestershire CCC pathway. From foundation-level engagement to professional contracts and elite performance pathways, the programme continues to develop not just cricketers, but people who represent the values of the club and the game.

We remain committed to building a pathway that is fair, representative of our community, supportive of families, and centred on opportunity, belonging and long-term development.

Elliot Wilson
Academy Coach



EDI & Safeguarding Report

Across the club, we have continued to build on the solid foundations developed in recent years to ensure that cricket is a game for everyone and centred around our vision to create “Great experiences for all”. I am delighted to share with you some of the important work that has been going on across the club and showcase the game-wide recognition the club has received. 2025 was the first year of a new 3-year EDI plan and over 95% of the objectives set for 2025 were achieved. The plan for 2026 is in the process of being updated and is available to review on the club website. (> link).

Equity is ensuring everyone is given fair access, opportunities and equal possible outcomes. A great example is removing any barriers to young people entering the talent pathway. The Early Engagement Programme (EPP) was launched in winter 2025 for children aged between 9 and 12 with the aims of broadening the talent base, increasing diversity and reducing the financial and logistical barriers parents can face. We have approx. 400 boys on the programme - 63% of boys selected for EPP attend state schools. Overall, the pathway shows 60% state school representation which is above the national target of 55%. 32% of boys come from ethnically diverse backgrounds representing 9 different communities.

We continue to grow the girls' game with 182 nominations compared to 165 for the prior year resulting in 110 girls currently on the pathway compared to 89 in 2024. 44% of girls on the pathway attend state schools and ethnic diversity is 9% representing 5 different communities. Work is ongoing in the cricket foundation to drive up wider grass roots participation and pathway costs have been reduced below previous years' fees. For the EPP, a single modest fee is in place. The Josh Baker Foundation have kindly supported a girl on the EPP to pay for the program and contribute towards kit and travel.

The introduction of the MCCF Hub means 38 schools across Worcestershire have been offered support where players can receive up to 30 hours of free coaching, free kit and 8 days of summer match play activity giving more children access to playing cricket.

Inclusivity remains at the core of our values as a club. In November 2025 we were thrilled to learn that following the most recent EDI Game wide Census we have been marked #1 across all the First-Class Counties for inclusion and #1 for Diversity. The survey was conducted across all permanent employees, players and board members. 95% of our staff feel welcome and they belong at the club and over 90% felt the organisation is inclusive. 92% felt comfortable having conversations about health and well-being with their line manager. 90% felt women's cricket is valued. These results have been achieved by establishing the right values and culture led by the CEO, and implementing several people initiatives including staff benefit programmes, holding staff wellness events and giving staff access to 16 trained mental health first aiders.

Safeguarding remained a key area of focus and Cheryl Instan-Smith our County Safeguarding and EDI Lead has attended all parents' meeting pathway events. A “Listening to Children” strategy and plan will be implemented in 2026. All children have been issued with key fobs containing QR codes to enable them to provide ongoing feedback.

There is no finished state for EDI and safeguarding. We will continue to move forward further embedding strong behaviours, policies and practices. We have made the selection policy for the pathway fully transparent and accessible on the club website. We continue to challenge ourselves in reducing any unconscious selection bias and removing barriers to participation. Cheryl also provided additional EDI training to the Women's team and the Board of Directors during 2025.

Finally, in November 2025 at The Business of Cricket Awards we were delighted to be awarded with the top prize in the Raising the Game EDI initiative category by the England and Wales Cricket Board. Working in Partnership with Mencap and Worcestershire Cricket Foundation, we created meaningful pathways into the game at Visit Worcestershire New Road, embedding inclusive practices across the club including internships, inclusive experiences and community volunteering.

Emma Hallam

Senior Independent 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 2025

The consolidated accounts for the year ending 31 December 2025 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

2025 was a pivotal year for the financial health of Worcestershire County Cricket Club. Following the sale of The Hundred franchises by the England & Wales Cricket Board (ECB), the Club received income of £3,994,438 in the second half of the year. This injection of funds has enabled the Club to reduce its debt from £3,830,017 to £447,636. Remaining unpaid debts consist of a combination of individual loan notes and an amount outstanding in relation to the Social Value Agreement with Worcestershire County Council – it is anticipated that these debts will be fully repaid during 2026, leaving the Club 'debt-free'.

It is also pleasing to report that this debt funding has facilitated an immediate return to a positive balance sheet, with the Club now holding net assets of £2,926,045 (2024: net liabilities of £1,001,699).

Financial results for the year show a loss before tax (excluding ECB Hundred income) of £146,876 (2024: £4,357 profit excluding impairment). This reflects a number of cost challenges, in particular in relation to flooding, but also increased investment in both playing and non-playing staff.

Membership subscription revenue has had a challenging year with an overall decrease of £10,171 (3%).

Match ticket sales, though, have increased by £14,272 (5%) to £341,012, with growth across all three match formats.

Sponsorship and advertising revenue has hit an all-time high of £1,044,337 and a year-on-year increase of £354,466 (51%).

The Club received all expected funding from the ECB in accordance with the Country Partnership Agreement. This funding includes the Maintenance Grant which facilitated significant enhancements such as the modular Wodr Bar and Café, a new roof on the Ladies' Pavilion and LED advertising boards.

As a result of the sale of the franchises in The Hundred, the ECB holds funds that are earmarked for individual counties. These funds are managed by J.P.Morgan on a county-by-county basis and Worcestershire CCC has determined the level of investment risk based on advice from J.P. Morgan. The Club can access these funds upon application to the ECB in relation to certain strictly-agreed purposes – debt repayment, revenue-generating projects and reserves generation. Other purposes include some professional fees but the funds will not cover underlying operational nor playing costs, unless explicitly authorised by the ECB.

As with other non-host counties, the amount allocated by the ECB to Worcestershire CCC during the year was £18,059,695, of which £3,994,438 has been drawn for debt repayment. Including investment gains and fees, the balance of this 'contingent asset' held by the Club at the year-end was £14,105,102.

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 has given the Club a unique opportunity to clear its significant debt burden and provide much-needed financial sustainability.

Richard Sugden
Head of Finance

WORCESTERSHIRE COUNTY CRICKET CLUB LTD CONSOLIDATED INCOME STATEMENT

For the year ended 31 December 2025

	Notes	2025	2024	2023	2022	2021
		£	£	£	£	£
Turnover	1	7,964,410	7,118,958	6,624,387	5,897,611	5,199,464
Cost of Sales		(3,492,137)	(3,046,391)	(3,281,088)	(3,074,643)	(3,289,880)
Gross Profit		4,472,273	4,072,567	3,343,299	2,822,968	1,909,584
Administrative expenses		(4,566,348)	(4,006,546)	(3,258,582)	(3,059,221)	(1,927,350)
Other operating income	2	51,875	80,636	63,235	84,805	154,153
Operating Profit/(loss)		(42,200)	146,657	147,952	(151,448)	136,387
Interest payable and similar charges		(113,120)	(142,808)	(162,844)	(84,504)	(69,698)
Interest receivable and similar income		8,444	508	322	517	0
Dividend income	3	3,994,438	-	-	-	-
Profit/(loss) before Taxation		3,847,562	4,357	(14,570)	(235,435)	66,689
Taxation on profit on ordinary activities		80,183	171,906	27,910	32,148	(58,212)
Profit/(loss) for the Financial Year		3,927,745	176,263	13,340	(203,287)	8,477
<u>Exceptional item:</u>						
Impairment*		-	(3,362,083)	-	-	-
Profit/(loss) after impairment		3,927,745	(3,185,820)	13,340	(203,287)	8,477

* During the prior 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 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 2025

	Notes	2025 £	2024 £	2023 £	2022 £	2021 £
Fixed Assets						
Tangible assets	4	4,422,464	4,452,296	8,012,376	7,715,331	7,835,792
Investments		11,000	15,390	15,390	15,390	15,390
		<u>4,433,464</u>	<u>4,467,686</u>	<u>8,027,766</u>	<u>7,730,721</u>	<u>7,851,182</u>
Current Assets						
Stock		117,653	33,782	84,983	51,483	73,409
Debtors	5	151,804	288,080	280,809	301,252	165,352
Deferred taxation		148,734	68,551	-	-	-
Cash at bank and in hand		384,481	177,056	135,501	123,790	88,791
		<u>802,672</u>	<u>567,469</u>	<u>501,293</u>	<u>476,525</u>	<u>327,552</u>
Creditors: Amounts falling due within one year	6	(2,310,091)	(3,963,878)	(3,772,240)	(3,386,917)	(2,691,071)
Net Current Liabilities		<u>(1,507,419)</u>	<u>(3,396,409)</u>	<u>(3,270,947)</u>	<u>(2,910,392)</u>	<u>(2,363,519)</u>
Total Assets less Current Liabilities		<u>2,926,045</u>	<u>1,071,277</u>	<u>4,756,819</u>	<u>4,820,329</u>	<u>5,487,663</u>
Creditors: Amounts falling due after more than one year	7	-	(2,072,976)	(2,469,408)	(2,518,263)	(2,950,206)
Deferred taxation		-	-	(103,294)	(131,265)	(163,413)
Net Assets		<u>2,926,045</u>	<u>(1,001,699)</u>	<u>2,184,117</u>	<u>2,170,801</u>	<u>2,374,044</u>
Share Capital		112	113	109	123	89
Reserves		2,925,933	(1,001,812)	2,184,008	2,170,678	2,373,955
Shareholder Funds		<u>2,926,045</u>	<u>(1,001,699)</u>	<u>2,184,117</u>	<u>2,170,801</u>	<u>2,374,044</u>

WORCESTERSHIRE COUNTY CRICKET CLUB LTD

NOTES TO THE ACCOUNTS

Year to 31 December 2025

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

	2025	2024	2023	2022	2021
	£	£	£	£	£
1 Turnover					
Subscriptions	351,939	362,110	332,419	357,973	298,431
Match receipts	341,012	326,270	378,321	287,816	95,502
England & Wales Cricket Board	4,692,357	4,228,078	3,880,839	3,604,295	3,849,616
Catering	1,282,142	1,158,101	1,169,653	956,213	431,010
Commercial	952,670	712,475	418,621	319,839	221,029
Retail sales	67,559	62,129	65,758	103,359	76,797
Worcestershire County Age Group (Pathway)	26,197	34,433	105,121	62,054	63,115
Car parking income	194,946	180,995	160,337	150,513	122,192
Concerts	55,588	54,367	113,318	55,549	41,772
	<u>7,964,410</u>	<u>7,118,958</u>	<u>6,624,387</u>	<u>5,897,611</u>	<u>5,199,464</u>
2 Other Operating Income					
Sundry income	33,541	12,517	9,948	54,737	52,893
Government grants receivable	-	-	-	-	76,150
Donations received	18,334	68,119	53,287	30,068	25,110
	<u>51,875</u>	<u>80,636</u>	<u>63,235</u>	<u>84,805</u>	<u>154,153</u>
3 Dividend income					
Hundred debt repayment monies from ECB	3,994,438	-	-	-	-
4 Tangible Fixed Assets					
		Freehold property	Property improv'ts	Plant & machinery	Total
		£	£	£	£
Cost					
At 1 January 2025		7,905,924	606,657	998,895	9,511,476
Additions		-	-	220,415	220,415
Disposals		-	-	-	-
At 31 December 2025		<u>7,905,924</u>	<u>606,657</u>	<u>1,219,310</u>	<u>9,731,891</u>
Depreciation					
At 1 January 2025		3,975,418	242,663	841,099	5,059,180
Charge for the year		43,658	121,331	85,258	250,247
Impairment		-	-	-	-
Disposals		-	-	-	-
At 31 December 2025		<u>4,019,076</u>	<u>363,994</u>	<u>926,357</u>	<u>5,309,427</u>
Net Book Value					
At 31 December 2025		3,886,848	242,663	292,953	4,422,464
At 31 December 2024		3,930,506	363,994	157,796	4,452,296

NOTES TO THE ACCOUNTS

	2025	2024	2023	2022	2021
	£	£	£	£	£
5 Debtors					
Trade debtors	42,498	103,685	106,855	188,926	97,809
Other debtors	13,300	2	-	1,560	2,105
Prepayments and accrued income	96,006	184,393	173,954	110,766	65,438
	151,804	288,080	280,809	301,252	165,352
6 Creditors: Amounts falling due within one year					
Bank overdrafts	-	171,685	523,538	720,855	386,534
Bank loans	-	302,857	302,857	355,551	396,350
Other loans	447,636	142,500	146,500	146,500	146,500
Trade creditors	251,313	245,590	353,973	284,412	153,679
Other taxation and social security	355,199	527,245	254,051	293,505	297,492
Finance lease and hire purchase contracts	-	-	6,325	33,651	40,642
Other creditors	589,146	182,269	156,626	113,777	91,756
Accruals and deferred income	666,797	2,391,732	2,028,370	1,438,666	1,178,118
	2,310,091	3,963,878	3,772,240	3,386,917	2,691,071
7 Creditors: Amounts falling due after more than one year					
Bank loans	-	728,572	970,169	1,260,672	1,633,222
Other loans	-	1,342,737	1,499,239	1,228,226	1,249,035
Finance lease and hire purchase contracts	-	-	-	6,323	38,387
Accruals and deferred income	833	1,667	-	23,042	29,562
	833	2,072,976	2,469,408	2,518,263	2,950,206
8 Loans					
Amount falling due within 1 year	447,636	445,357	449,357	502,051	542,850
Amount falling due within 1 - 2 years	-	374,552	421,589	421,589	548,580
Amount falling due within 2 - 5 years	-	1,348,232	1,252,910	1,015,071	1,089,654
Amount falling due after 5 years	-	348,525	782,555	1,052,238	1,244,023
	447,636	2,516,666	2,906,411	2,990,949	3,425,107
9 Contingent asset					
Balance at start of year	-	-	-	-	-
Allocated to WCCC during the year	18,059,695	-	-	-	-
Investment gains, net of fees	39,845	-	-	-	-
Dividends received during the year:					
- Re debt repayment	(3,994,438)	-	-	-	-
Balance at end of year	14,105,102	-	-	-	-

ADDITIONAL ANALYSIS, NOT FORMING PART OF THE AUDITED ACCOUNTS

	2025	2024	2023	2022	2021
	£	£	£	£	£
10 Cricket expenses					
Players and other cricket staff wages	2,389,921	2,067,053	2,452,909	2,253,661	2,159,917
Healthcare	164,862	146,032	161,681	127,984	138,689
Academy	72,988	67,347	65,896	49,917	27,737
WCAG (Pathway)	61,908	47,682	89,328	66,731	49,950
Stewarding & staging	204,066	226,687	121,618	111,469	81,760
Ground staff costs	164,038	153,165	141,070	146,107	119,197
Sundry cricket costs	712,284	613,345	550,070	471,630	444,743
Total	3,770,067	3,321,311	3,582,572	3,227,499	3,021,993
11 Commercial Activities					
Catering revenues	1,282,142	1,158,101	1,169,653	956,213	431,010
Sponsorship & advertising revenues	1,044,337	689,872	396,137	310,975	222,001
Retail revenues	67,559	62,129	65,758	103,359	76,797
Concert revenues	55,588	54,367	113,318	55,549	23,826
Subscriptions	351,939	362,110	332,419	357,973	298,431
Match ticket revenues	341,012	326,270	378,321	287,816	95,502
Car parking revenues	194,946	180,995	160,337	150,513	122,192
Total	3,337,523	2,833,844	2,615,943	2,222,398	1,269,759
12 Wages					
Players and other cricket staff	2,389,921	2,067,053	2,452,909	2,253,661	2,159,917
Administration	640,416	508,717	365,886	344,427	210,009
Catering	535,248	456,693	388,589	419,535	329,664
Commercial	478,889	297,764	247,124	292,925	222,604
Total	4,044,474	3,330,227	3,454,508	3,310,548	2,922,194
13 Total Debt					
Bank overdrafts	-	171,685	523,538	597,065	297,743
Bank loans	-	1,031,429	1,273,026	1,616,223	2,029,572
Other loans	447,636	1,485,237	1,645,739	1,374,726	1,395,535
ECB advances	-	1,141,666	1,141,666	-	-
Finance leases	-	-	6,325	39,974	79,029
Total	447,636	3,830,017	4,590,294	3,627,988	3,801,879

Governance Overview

The Club is governed by the Club rules, and the Board is responsible for the Club's governance. The Board sets strategy, culture and values, oversees performance and ensures compliance with law, regulation and ECB standards. It delegates operational delivery to the Executive team with clear division of responsibilities and maintains oversight via committees and scheduled reporting.

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

Biographies of Board members and the Executive team are available on the Club's website <https://wccc.co.uk/the-club/club-board-of-directors-executive-team/>.

Governance Update

The Board paid close attention to the subject of governance in 2025. Under the leadership of Board member Rachel Wright, aided by Charlotte Thornton-Smith and the Chair Dominic Riley, the Board continued to review all aspects of governance at the club.

The governance of the club is structured as shown below:

	Members	Notes
Board Structure		
Board Members	Dominic Riley (Chair) David Baker (Vice-Chair) Ashley Giles (CEO) Charlotte Thornton-Smith David Manning Emma Hallam Rachel Wright Sej Brar Phillip Neale (President), Joe Tromans (Chief Revenue Officer), and Richard Sugden (Head of Finance & Company Secretary) also attend board meetings but are not Board members.	Terms of Reference on file Meets six to eight times per year
Committees		
Risk & Audit Committee	David 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
Masterplan / Development Committee	Dave Baker (Chair), Dominic Riley, Ashley Giles, Rachel Wright, Sej Brar, Bruce Cruse (ECB Director of Facilities and Infrastructure), Joe Tromans (Chief Revenue Officer)	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

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

During the year, all Board members have completed EDI and safeguarding training as part of their CPD programme.

Whilst good governance requires continued review, recent feedback received from the ECB included the following comment:

“the transformation in the last 2 years has been remarkable.....the Governance and Leadership has been first class”

The Club has also been ranked first for inclusion and diversity across all First-Class counties following the release of the 2025 ECB EDI Gamewide Census results.

Governance Improvement Update (CGF Gold standard)

The Board remains committed to continuous governance improvement to ensure it is fit for purpose and working towards alignment of the Gold tier of the ECB County Governance Framework (CGF) forming part of the 2025 'County Partnership Agreement 2'.

This update sets out actions taken and next steps against CGF Gold requirements:

- Board size and disclosure: Confirmed compliance with the 12 member cap and clarified attendee status for non directors.

Next: Maintain annual disclosure and note any changes.

- Board skills and succession: Implemented a Board skills matrix and succession plan with staggered rotation and mentoring.

Next: Publish a summary and map recruitment/CPD to identified gaps.

- Governance document reviews: Adopted a four year review cycle for Board policies, director handbooks and committee terms of reference, with last review dates recorded.

- Board evaluation: The Board introduced a short annual survey for the Board to help assess its effectiveness. The findings of which showed that overall the Board considers itself to be operating effectively but also highlighted areas where improvements can be made, such as adding further diversity of skills to the Board and further discussion on strategic direction.

Next: Continued report of headline findings and actions when completed.

- Director induction: Formalised a tailored induction covering role expectations and key areas of risk/compliance.

- EDI governance: Designated an EDI Board lead and adopted Board level gender and ethnicity targets aligned to local demographics.

Next: Publish baselines, year on year progress and recruitment/culture actions.

- Transparency and engagement: Added this Governance Improvement Update and established a Board reviewed stakeholder engagement plan with regular staff/member/volunteer surveys, reporting results and actions.

Next: Include survey highlights and improvements in future reports.

This update forms part of our commitment to transparent reporting and to progressing towards continued alignment with CGF Gold best practice across governance.

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