



2020 ANNUAL REPORT



**WORCESTERSHIRE
COUNTY CRICKET CLUB**





Dear Member,

For the first time in our 155 year history due to the global pandemic and government guidelines we will be holding a Special General Meeting. **This meeting will occur on Wednesday 24th March 2021 at 7pm.** This meeting will cover all the items normally covered in an Annual General Meeting (AGM). It will be the first time that we have held a Special General Meeting electronically, and we hope to return to normality in future years. We accept that holding an electronic or virtual meeting is far from ideal, however as we know we live in a far from perfect world.

In common with many other sporting clubs and businesses our AGM last year scheduled for Tuesday 31st March 2020 did not occur. Instead, Worcestershire County Cricket Club ("WCCC") has regularly kept all members informed of events throughout 2020 this included and is not limited to the following:

- 11th March 2020 WCCC Pre-Season Tour to Abu Dhabi Cancelled – [Click to view](#)
- 17th March 2020 AGM & Chairman's Lunch Postponed – [Click to view](#)
- 18th March 2020 WCCC Covid-19 Update – [Click to view](#)
- 6th April 2020 WCCC Club Update – [Click to view](#)

- 17th April 2020 A Message from Club Captain Joe Leach – [Click to view](#)
- 23rd April 2020 Staying Strongly Connected with Membership via Successful On-Line Forum Event Full – [Click to view](#)
- 22nd May 2020 Online Members Forum – Wednesday 3rd June Event Full – [Click to view](#)
- 4th June 2020 WCCC Second Online Members Forum Update – [Click to view](#)
- 27th June 2020 Cricket-focused Online Members Forum – [Click to view](#)
- 21st October 2020 - Online Club Update – [Click to view](#)
- 27 January 2021 - Online Club Update - [Click to view](#)

In order to attend this Special General Meeting Members will be required to sign up online [via this link](#). We will then provide a specific online code solely for eligible Members.

BOARD OF DIRECTORS 2021

(Subject to confirmation)

Chairman

Fanos Hira FCA

Vice Chairman

Paul Pridgeon

Company Secretary

Sarah Gluyas

Elected Non-Executive Directors

Paul Pridgeon*

Richard Law

David Baker

Emma Hallam

David Manning

Additional Non-Executive Directors

Fanos Hira

Andrew Manning Cox

Co-opted Board Member

Elaine Chandler

*Former player

OFFICIALS 2021

President

Cynthia Crawford MBE

(Subject to confirmation)

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

Head Coach

Alex Gidman

Captains

Joe Leach & Moeen Ali

Honorary Life Vice-Presidents

John Chadd

John Elliott

David Exall

Duncan Fearnley

Mike Gilhooley

Jack Randall

Peter Seward FCA

Doug Slade

Peter Radburn

Dave Broughall

Martyn Price

Norman Gifford MBE

Tim Curtis, Stephen Taylor & Vanburn Holder

(Subject to confirmation)

Honorary Life Members

Graeme Hick MBE

Phil Neale OBE

Rev'd Michael Vockins OBE

Meriel Harris

(Subject to confirmation)

SPECIAL GENERAL MEETING 2020

1. Apologies for absence.
2. To **confirm the minutes** of the meeting held on Wednesday 20th March 2019.
3. **President's Address.**
4. To receive the **Annual Report** on behalf of the Board and the Statement of Accounts that accompany this notice:
 - a. **Chairman's Report**
Mr Fanos Hira FCA
 - b. **Finance Report**
Mrs Sarah Gluyas
 - c. **Cricket Report**
Mr Alex Gidman
5. To approve **Mrs Cynthia Crawford MBE** as new President on the recommendation of the Board (in accordance with present rule 14).
6. To seek the approval of the meeting of the re-appointment of **Mr Paul Pridgeon** and **Mr Richard Law** as 'Elected' Directors (in accordance with present rule 19).
7. To seek the approval of the meeting for the re-appointment of **Mr Fanos Hira** and **Mr Andrew Manning Cox** as Non-Executive Directors for 2021/22 (in accordance with present rule 17.4).
8. To confirm and seek the approval of the meeting for the appointment (from 2020) of **Mrs Emma Hallam** and **Mr David Manning** as 'Elected' Directors (in accordance with present rule 19/17.5).
9. To note the Co-option of **Mrs Elaine Chandler** (from 2020) in an advisory and non-voting role in accordance with present rule 17.14.
- 10.. To admit **Mr Tim Curtis** (2020), **Stephen Taylor** (2020) and **Vanburn Holder** as approved by the Board as Honorary Vice-Presidents in accordance with present rule 16.1.
11. To admit on the recommendation of the Board, **Ms Meriel Harris** as an Honorary Life Member (in accordance with present rule 7.10).
12. To propose a vote of thanks to the Club's Honorary Medical Officer – **Mr Andrew Pearse.**
12. To receive **any other business** that the Chairman of the meeting shall give permission to be raised and discussed.



2020 CHAIRMAN'S REPORT

Our thoughts are, as always, with those who have been impacted by Covid-19. Worcestershire CCC is grateful to the NHS and all other key workers for all that they continue to do.

My second full year as Chairman was not the year I had anticipated; while we were able to deal with record levels of flooding at the start of 2020, a global pandemic in March has tested us as a Club like never before.

Everyone at WCCC has been stretched and challenged over the past year – players, coaches, employees and the Board. **My gratitude extends to them all** for their unrelenting efforts, positivity, hard work and resilience. Thank you.

In November 2020, WCCC mourned the passing of our President, Cecil Duckworth CBE. Cecil became President in March 2019 after a long association with our Club, and was passionate about sport and the county. He helped us considerably with his calm professionalism, his experience, and his wisdom. It is

rare that you meet people as exceptional as Cecil, and it was my privilege to get to know him.



WCCC welcomes Cynthia Crawford MBE as our new President, subject to member approval. Cynthia will become our 40th President and the Club's first female President. Her long-standing association with our Club includes organising the benefit years of several WCCC legends, and for the last eight years she has been President of the Supporters' Association. **I am delighted that her proposed appointment has been so positively received.**

I've always optimistically believed that through adversity and severe challenge, the Club would come out of this stronger, more focussed, more efficient, more nimble and, above all else, more cohesive. I am convinced we have. **The Rapids Relay**, organised by Alex Gidman, raising substantial funds for Acorns Children's Hospice during the first lockdown, is just one example, and there are many others.

At many stages last year, it was touch and go whether cricket would be played. WCCC not only played cricket, but also helped the wider game. In June WCCC hosted Pakistan in quarantine at our ground – with a mere nine days' notice. Without our Club stepping in, the tour may not have occurred with implications for ECB revenues and therefore the income of all Counties. For a Club under water for 70 days until March to host an international



team three months later is some achievement. **We deservedly got glowing feedback** from both the ECB and Pakistan Cricket Board. We really have some impressive problem solvers at WCCC.



We have kept members regularly informed on all aspects of the Club in the past year. Due to the pandemic, our forums have been held online. We have provided detailed and extensive updates on all aspects of our Club – perhaps even more than normal. We will continue to provide updates in the coming year. As part of good governance, our aim is to be as transparent and open as possible with our members.

“Everyone at WCCC has been stretched and challenged over the past year.”



WORCESTERSHIRE
COUNTY CRICKET CLUB

New
Road

2020 CHAIRMAN'S REPORT CONTINUED

As a professional sports club, every aspect of our business has been impacted and the effects will no doubt linger into 2021 and beyond. Last year we played a truncated season behind closed doors – ironically under glorious sunshine – meaning no crowds could experience our highs in red-ball cricket and surprisingly for us, off-par performances in white ball cricket.

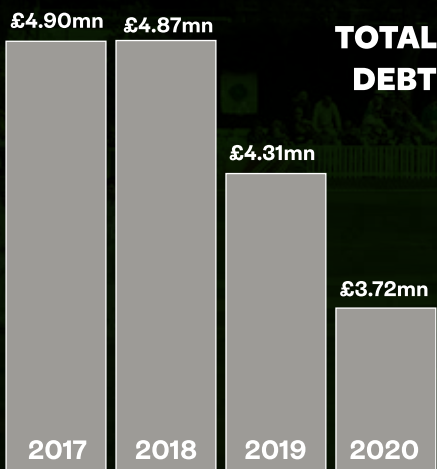


“...the Club is comfortable with its financial outlook.”

There were no ticket sales, no hospitality income, and there was pressure on sponsorship income. Nothing was spared - our car park, next to the Premier Inn Hotel, also experienced a halving of income. **Every aspect of our business was impacted.**

Overall, we estimate Covid-19 impacted our revenues by £1.8mn in 2020. Whilst this is less than some of our peers, it is nonetheless a substantial hit.

Despite all our challenges, WCCC reported a profit in 2020 of £21,635 compared to a loss of £81,810 in 2019. Our underlying results in 2020 were materially better by £820,000 compared with 2019. Debt continues to fall impressively and the Club is comfortable with its financial outlook.



These underlying improvements in 2020 reflect a number of factors:

- The **pre-emptive and at times painful decisions** the Club had to make to manage costs in the absence of expected income. Company Secretary Sarah Gluyas deserves special recognition - she has operated at an exemplary level.
- Our **members' huge generosity** in keeping their funds in the Club was both heart-warming and greatly appreciated. Only 4% asked for refunds. As an Industrial and Provident Society, members are evidently aware that they are shareholders rather than merely season ticket holders. The loyalty of Exclusive 2020 members, when permitted, will be properly recognised. Thank you.
- **Government support** introduced to shield businesses from the impact of a national pandemic, was utilised throughout the year. This helped protect WCCC from substantial losses and more severe staff loss.
- The substantial underlying improvement also reflects the downward and **disappointing commercial trends of 2019**, which prompted drastic change. A simplified Executive

structure was created, with more focussed, specific roles and responsibilities, all reporting directly to the Board. We are pleased with how the Executive, and a number of new employees, have responded and grown.



Furthermore, our financial position (or solvency) has improved enormously over the past four years. Since 2016, WCCC has managed to reduce debt from an unhealthy and concerning level of £5.6mn to a manageable level of £3.7mn at the end of 2020 - a reduction of almost £2mn.

Improved financial management ensures the Club remains solvent and liquid, and allows WCCC to sustainably invest in improving all aspects of our Club - on and off the field. Our strategy really is that simple.

There is potentially a **causal relationship** between solvency/finances, investment in staff/environments and performance. Our efforts on the pitch have also improved,



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2020 CHAIRMAN'S REPORT CONTINUED

in 2018 winning the Vitality Blast, in 2019 Vitality Blast finalists, and in 2020 coming so close to reaching the final of the Bob Willis Trophy at Lord's.

David Hoskins, Head of Commercial and Operations, together with his team, deserves great credit for a number of initiatives in 2020.

Our new retail offering goes from strength to strength and, in a heavily constrained 2020, it is really pleasing we have **attracted new global and local sponsors** for 2021. The Club is delighted with Morgan Motor Company as our new shirt sponsor, and other new sponsors include A-Plan and Utility Stream for our training kit. We continue to be grateful to current loyal sponsors in EBC Group, Greene King and Langley Business Systems. New kit supplier Nike completes a first-class list to match our first-class ambitions.

On-field, improving our environment and performance extends beyond just pay, of course. However, we have not

cut corners here. Using ECB data from 2015-19, our player compensation increased more than any other first-class county. We currently now sit mid-table in terms of playing squad budgets, all whilst reducing debt to increase our ongoing viability and create options.

CRICKET EXPENDITURE



Our focus will always be on creating local, and hopefully national and global talent. It is so pleasing to see Moeen Ali and Sarah Glenn performing so well for England. It is also encouraging

that Head of Science & Medicine Ben Davies is getting deserve full England recognition, providing physiotherapy assistance in Sri Lanka.

Where it is possible, developing Academy talent into first team players remains a focus, and differentiates us from other counties. **We will also continue to add to our squad to improve its competitiveness.** Jake Libby, The Dick Lygon award winner in his first season last year, was a welcome addition importantly both on and off the pitch. We welcome Gareth Roderick to our Club for the coming season.



Our ongoing aim is to improve all aspects of what we do – providing physical and psychological support to our employees, hiring dedicated analysts and specialist HR staff, improving training facilities, investing in our member facilities and increasing our role in the community. After supporting Acorns Children's Hospice and other charities last year, 2021 will see **St Richard's Hospice as our Official Charity Partner.**

We, like any other organisation, will face considerable challenges over the coming years. Sport and much of life is never predictable and progress is rarely linear. If anything 2020 should teach us that only a fool would predict with certainty what may lie ahead.

That said, I am convinced that over the coming years, by continuing to keep our house in order, improving our cost base, supporting our employees, and being financially disciplined, we will create relative and absolute advantages here at WCCC.

We are hopeful of what lies ahead. **Our working assumptions for 2021 are intentionally prudent**, yet we can still cope. We hope the vaccine rollout will be effective, efficient and extensive. We hope to be welcoming you to our ground this year. In what could be limited initial capacity, membership will be given priority. The process will be far from ideal for everyone wanting to attend, but rest assured it will be equitable and fair.

Whilst I said last year in my 2019 report that “It will be a very interesting period ahead”, I do hope the coming years are more predictable and less challenging. **Our heroic staff deserve a day in the sun.**

I hope you all stay safe and healthy, and I hope to see you at our ground as soon as it is permitted.

Whatever happens, on behalf of WCCC, thank you for your continued support.



“Our ongoing aim is to improve all aspects of what we do.”



Fanos Hira FCA
Chairman



WORCESTERSHIRE
COUNTY CRICKET CLUB

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FIRST TEAM REPORT



2020 proved to be a challenging year for reasons that we never would have expected. At the beginning of March, we had completed our winter programme and were only days away from our pre-season tour. Then as we all know the world, and the cricketing world changed, possibly forever in some-ways.

As I reflect on the year, I generally draw the same conclusion; we're extremely lucky to have played. Lots of people, families and businesses have been a lot less fortunate than ourselves. The coaching team, the players and I are all extremely grateful that we have been able to play the sport that we love.

Throughout the summer, we all missed our supporters and outstanding members, New Road was very quiet and had a very different atmosphere. We are all hopeful to see you again soon.

Our cricket performances were mixed. Like every other team, we try to compete in all formats of the game and we were reminded again that this

is extremely hard, arguably unrealistic, however we will always endeavour to achieve this.

I was delighted to watch our players perform so well in the Bob Willis Trophy, hours and hours of hard work during the winter paid off during the limited opportunities the players had during the summer.

Our T20 cricket brought us back down to earth, our skill level wasn't high enough, but often reminders like this are healthy, and we will work even harder to bounce back.

We welcome Gareth Roderick to the Club and look forward to watching him play at New Road. The Cricket Steering Group will continue to look to recruit where we believe more competition is needed within the squad.

As a group we are not just planning for the now, but for next two, three, four years ahead. Elliot Wilson and the other academy coaches are working extremely hard with the current academy squad to produce the next generation of players to bring into the

professional squad.

I am immensely proud of all the players for their efforts during the off-season. They have done everything in their power to continue to improve their skills in tough conditions.

On behalf of myself, the coaching staff and playing squad, we thank you for your continued support and we are all looking forward to the start of the 2021 season.



Alex Gidman
Head Coach



ACADEMY & PATHWAY REPORT

With the girl's pathway now fully incorporated into Worcestershire CCC setup, the summer posed some significant challenges for the pathway team.

Massive thanks must go to Ryan D'Oliveira, Andy Sutton, Paul Grainger, and the remainder of the coaching team. We looked to get a weekly menu of activity for all groups across the girls' and boys' pathway, and this was no small feat to achieve with a short lead-in time and lots of unknowns in terms of when we could return.

The summer proved to be a real success with games organised for all XIs including the Senior Women's Rapids XI vs Gloucestershire, Staffordshire and Warwickshire. These games proved good preparation for Emily Arlott, Clare Boycott and Chloe Hill, who would represent Central Sparks in the inaugural Rachel Heyhoe Flint Trophy.

The summer's highlights from the senior end of the pathway were the games vs Shropshire at Bridgnorth

and Wellington and the game vs Herefordshire at Brockhampton. These games were an excellent stretch for our group of talented youngsters. It allowed them to rub shoulders with a handful of members of the professional squad.

It was great to see several graduates continue to grow in the professional game with Adam Finch and Jack Haynes's progress, which is incredibly encouraging. Their contributions are a credit to all that have supported them, and they are a credit to themselves, their families and Worcestershire CCC.

2021, we hope, provides the opportunities that many a young player deserves to push for recognition. The 18, 19 & 20-year-olds in our pathway have had what is already a small window severely disrupted by the restrictions, and we hope 2021 gives them the opportunity to perform.

We have welcomed Ismail Mohammed (West Bromwich & Dartmouth CC) Josh Baker (Astwood Bank CC),

Ben Parker (Worfield CC), Joe Stanley (Wolverhampton CC) and Jack Home (Shifnal CC) on to the Academy programme for 2021.

We look forward to watching these young people playing the game they love.



Elliot Wilson
Academy Coach

CLUB RULES IN PRACTICE

The following comments are taken from our 2019 AGM report and are still applicable.

Members may recall that when the Rules Revision was presented to the AGM following its endorsement by a substantial majority (95%) in a ballot of members, it was described as 'a living document' which might need constant review as the modus operandi of the Club changes.

The decision of the Board to operate without a Chief Executive for the foreseeable future is one such change which requires recognition, so for the time being, at least, all reference to that post will be replaced by 'the Company Secretary or other nominated official.'

Another matter which requires attention is the various references to 'postal ballot' - used occasionally in respect of the Election of Board Members and, of course, changes in the Constitution. With ever rising costs in post,

print and packing, we are, in common with other Counties, investigating the feasibility of conducting future ballots by electronic means although we do envisage, initially, a postal option being available on request.

Perhaps the most significant aspect of the 2018 changes was the introduction of the so called 'Nine Year Rule' whereby Board Members are required to stand down after nine years' service. The driver for this was the need to comply with the 'Code for Sports Governance' published whilst work on the rules was under way. We are pleased to report that our approach to this received the approval of 'The Financial Conduct Authority' when the Rules document was submitted for their approval although its implementation has presented practical problems.

Experience has shown that the further recommendation that the nine years should be made up of 'three terms of three

years' does, in practice, cause considerable complication when applied to Board Members elected or appointed as replacement for vacancies occurring mid-term.

In order to address this complication, the Board proposes to trial a change whereby replacement directors will only begin their initial year of office once their election or appointment has been endorsed by Members at Annual General Meeting. It is thought that this may simplify the process by enabling all Board Members to be eligible to serve the permitted 'three terms' in total.

In conclusion, we must stress that the Board is not proposing formal changes so soon after a complete re-write of the Constitution. Far better, we feel, to experiment with certain clauses, the results of which can, if proved desirable in practice, be put to the membership at a future AGM. At this stage we ask only that you note the approach we are

WORCESTERSHIRE COUNTY CRICKET CLUB LIMITED
& WORCESTERSHIRE COUNTY CRICKET
TRADING LIMITED

CONSOLIDATED ACCOUNTS

FOR THE YEAR ENDED 31ST DECEMBER 2020

The consolidated accounts for the year ending 31st December 2020 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 Bishop Fleming LLP. Copies of the full signed audited accounts are held at the Club's offices and are available for inspection throughout the year.



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COUNTY CRICKET CLUB

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ACCOUNTS COMMENTARY

The 2020 financial year for Worcestershire County Cricket Club included challenges unlike any other year due to the Covid-19 pandemic. Every area of the Club continues to be affected by the government lockdown restrictions to reduce the spread of the virus and the impact will last into the financial results of 2021.

A priority has been to reduce costs wherever appropriate through this economic crisis yet retain the capability to reopen successfully when permitted. In the challenging circumstances it is professionally satisfying to report a small profit of £21,635 for the financial year.

To start on a positive note, 2020 was the first year of a new 5-year funding cycle from the ECB. As the England international fixtures were successfully played to deliver the broadcast rights content, the ECB were able to pay the full amount of £3.4m, an increase of 22%.

WCCC contributed to the international fixtures going ahead by hosting the Pakistan team during their quarantine period on arrival in the UK. The Club received a fee for the hire of the ground, along with much needed catering revenue

for the duration of their stay. For much of 2020 all catering and hospitality was mandated to operate under either severely reduced capacity for social distancing or closed. Revenue from catering was decimated to just 16% of the previous year at £183,918.

Members who had paid their membership for the 2020 season were given the choice to either continue their membership, cancel and rollover to 2021, or cancel and receive a refund. We are very grateful for so many who were able to choose to become Exclusive members for 2020 which retained £144,829 of subscriptions for the year, 35% of the total membership income of the previous year.

The shortened season of just two months was played behind closed doors without any spectators. Those supporters who purchased tickets prior to the pandemic were offered a refund, but £11,887 of ticket value was kindly donated to the Club.

Revenue from sponsorship and advertising totalled £237,639 a reduction of 34% compared to 2019. Thank you to sponsors and advertisers who continued their association with the Club, recognising the exposure received on live

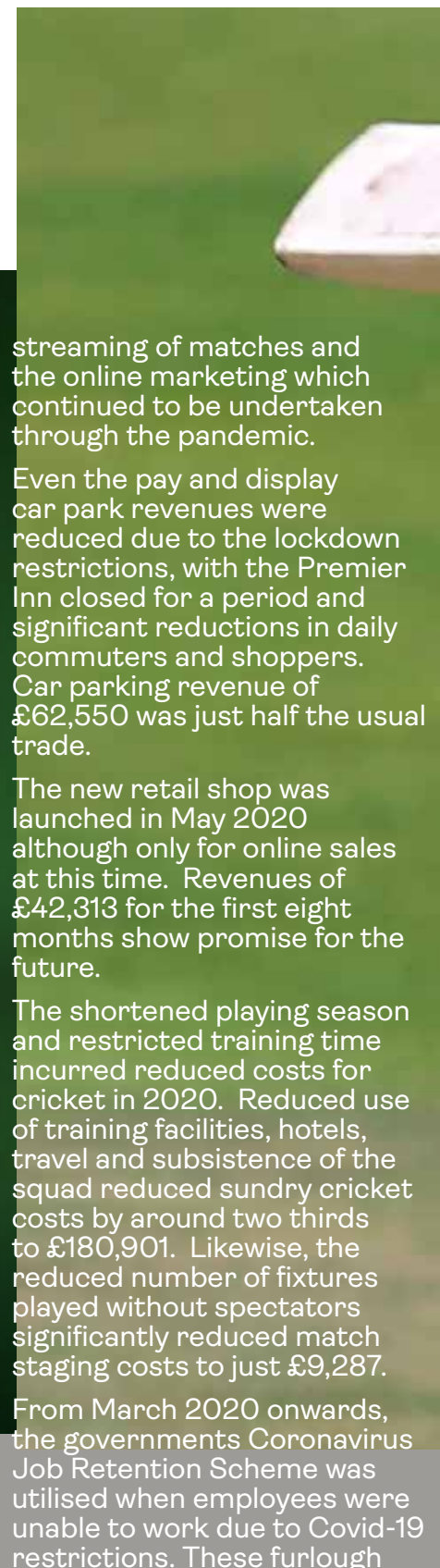
streaming of matches and the online marketing which continued to be undertaken through the pandemic.

Even the pay and display car park revenues were reduced due to the lockdown restrictions, with the Premier Inn closed for a period and significant reductions in daily commuters and shoppers. Car parking revenue of £62,550 was just half the usual trade.

The new retail shop was launched in May 2020 although only for online sales at this time. Revenues of £42,313 for the first eight months show promise for the future.

The shortened playing season and restricted training time incurred reduced costs for cricket in 2020. Reduced use of training facilities, hotels, travel and subsistence of the squad reduced sundry cricket costs by around two thirds to £180,901. Likewise, the reduced number of fixtures played without spectators significantly reduced match staging costs to just £9,287.

From March 2020 onwards, the governments Coronavirus Job Retention Scheme was utilised when employees were unable to work due to Covid-19 restrictions. These furlough





grants totalled £586,452 and have been essential to coping with the impact of the pandemic.

Of the many tough decisions made in 2020, the redundancy of ten members of permanent staff has been the most difficult but necessary for the restructure of the business for the future. The club relies on a large number of casual workers to assist on match days and at catering events but there were very few shifts available to be worked in 2020.

The record high flood levels from Storm Denis in February 2020 incurred damage across the stadium where water reached electrical circuits previously untouched by floods. The repair work continues to be undertaken.

Despite all these challenges encountered in a traumatic 2020, the cash position of the Club has been very closely monitored to ensure sufficient liquidity is maintained. Debt capital repayments have been made to reduce total debt by £582,096 in the year to £3,728,348 outstanding debt on 31st December 2020.



Sarah Gluyas
Club Secretary and
Finance & Corporate
Services Manager

WORCESTERSHIRE COUNTY CRICKET CLUB LTD

COSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31ST DECEMBER 2020

	Notes	2020 £	2019 £	2018 £	2017 £
Turnover	1	4,101,434	5,330,842	5,451,836	5,459,875
Cost of Sales		(2,778,095)	(3,484,954)	(3,564,110)	(3,172,990)
Gross Profit		1,323,339	1,845,888	1,887,726	2,286,885
Administrative expenses		(1,867,095)	(2,220,536)	(1,911,323)	(1,908,229)
Other operating income	2	716,530	426,161	269,990	217,461
Operating Profit		172,774	51,513	246,393	596,117
Interest payable and similar charges		(116,340)	(140,841)	(122,016)	(111,722)
Profit/(loss) on Ordinary Activities before Taxation		56,434	(89,328)	124,377	484,395
Taxation on profit on ordinary activities		(34,799)	7,518	(86,156)	(34,969)
Profit/(loss) for the Financial Year		21,635	(81,810)	38,221	449,426



WORCESTERSHIRE COUNTY CRICKET CLUB LTD

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

BALANCE SHEET AS AT 31ST DECEMBER 2020

	Notes	2020 £	2019 £	2018 £	2017 £
Fixed Assets					
Tangible assets	3	8,023,073	8,197,110	8,126,928	7,933,524
Investments		15,390	15,390	15,390	15,390
		<u>8,038,463</u>	<u>8,212,500</u>	<u>8,142,318</u>	<u>7,948,914</u>
Current Assets					
Stock		38,482	26,969	25,898	35,235
Debtors	4	99,912	272,739	193,901	242,006
Cash at bank and in hand		353,039	120,577	111,849	40,410
		<u>491,433</u>	<u>420,285</u>	<u>331,648</u>	<u>317,651</u>
Creditors: Amounts falling due within one year	5	(2,883,869)	(2,779,014)	(2,555,115)	(2,082,419)
		<u>(2,392,436)</u>	<u>(2,358,729)</u>	<u>(2,223,467)</u>	<u>(1,764,768)</u>
Net Current Liabilities					
		<u>5,646,027</u>	<u>5,853,771</u>	<u>5,918,851</u>	<u>6,184,146</u>
Total Assets less Current Liabilities					
Creditors: Amounts falling due after more than one year	6	(3,175,259)	(3,439,392)	(3,415,144)	(3,796,580)
Deferred taxation		(105,201)	(70,402)	(77,920)	-
		<u>2,365,567</u>	<u>2,343,977</u>	<u>2,425,787</u>	<u>2,387,566</u>
Net Assets					
Share Capital		79	133	100	119
Reserves		2,365,488	2,343,844	2,425,687	2,387,447
Shareholder Funds		<u>2,365,567</u>	<u>2,343,977</u>	<u>2,425,787</u>	<u>2,387,566</u>



WORCESTERSHIRE
COUNTY CRICKET CLUB

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NOTES TO THE ACCOUNTS

YEAR TO 31 DECEMBER 2020

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 Worcestershire County Cricket Club Ltd and Worcestershire County Cricket Trading Ltd ("the group") as they formed a single entity. Intercompany transactions and balances between group companies are therefore eliminated in full.

TANGIBLE FIXED ASSETS

All plant and machinery over £500 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 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.

FINANCIAL INSTRUMENTS

The Group only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

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 Statement of Financial Position date.

NOTES TO THE ACCOUNTS

	2020	2019	2018	2017
	£	£	£	£
1 Turnover				
Subscriptions	144,829	414,454	408,916	442,458
Match receipts	11,887	366,259	497,785	458,322
England & Wales Cricket Board	3,473,128	2,839,936	2,717,971	2,549,038
Catering	183,918	1,179,052	1,176,899	1,086,271
Commercial	279,952	433,782	459,158	466,524
Worcestershire County Age Group (Pathway)	7,720	97,359	120,214	83,443
Concerts	-	-	70,893	373,819
	4,101,434	5,330,842	5,451,836	5,459,875
2 Other Operating Income				
Sundry income	63,818	227,904	53,592	64,081
Government grants receivable	586,452	-	-	-
Donations received	3,710	73,942	94,115	16,909
Car parking income	62,550	124,315	122,283	136,471
	716,530	426,161	269,990	217,461
3 Tangible Fixed Assets				
	Freehold property	Plant & machinery	Total	
	£	£	£	
Cost				
at 1 January 2020	7,905,924	766,477	8,672,401	
Additions	-	42,503	42,503	
At 31 December 2020	7,905,924	808,980	8,714,904	
Depreciation				
At 1 January 2020	175,238	300,053	475,291	
Charge for the year	87,619	128,921	216,540	
At 31 December 2020	262,857	428,974	691,831	
Net Book Value				
At 31 December 2020	7,643,067	380,006	8,023,073	
At 31 December 2019	7,730,686	466,424	8,197,110	



NOTES TO THE ACCOUNTS

	2020	2019	2018	2017
	£	£	£	£
4 Debtors				
Trade debtors	39,732	159,643	96,953	117,595
Other debtors	-	205	14,293	26,825
Prepayments and accrued income	60,180	112,891	82,655	76,347
Deferred taxation	-	-	-	21,239
	<u>99,912</u>	<u>272,739</u>	<u>193,901</u>	<u>242,006</u>
5 Creditors: Amounts falling due within one year				
Bank overdrafts	5,461	157,434	452,916	538,629
Bank loans	256,674	216,602	203,896	203,680
Other loans	531,500	461,503	793,004	381,502
Trade creditors	138,512	152,095	322,055	245,674
Corporation tax	-	-	-	13,003
Other taxation and social security	273,390	425,568	276,942	170,287
Finance lease and hire purchase contracts	39,016	37,041	23,740	-
Other creditors	55,848	84,603	92,274	35,605
Accruals and deferred income	1,583,468	1,244,168	390,288	494,039
	<u>2,883,869</u>	<u>2,779,014</u>	<u>2,555,115</u>	<u>2,082,419</u>
6 Creditors: Amounts falling due after more than one year				
Bank loans	1,421,622	1,577,789	1,793,780	1,669,951
Other loans	1,396,674	1,741,684	1,521,460	2,116,143
Finance lease and hire purchase contracts	77,401	118,391	89,418	-
Accruals and deferred income	279,562	1,528	10,486	10,486
	<u>3,175,259</u>	<u>3,439,392</u>	<u>3,415,144</u>	<u>3,796,580</u>
7 Loans				
Amount falling due within 1 year	788,174	678,105	996,900	585,182
Amount falling due within 1 - 2 years	508,294	902,126	441,607	406,271
Amount falling due within 2 - 5 years	910,558	974,257	1,186,530	1,435,205
Amount falling due after 5 years	1,399,444	1,443,090	1,687,103	1,944,618
	<u>3,606,470</u>	<u>3,997,578</u>	<u>4,312,140</u>	<u>4,371,276</u>

ADDITIONAL ANALYSIS,

NOT FORMING PART OF THE AUDITED ACCOUNTS

	2020	2019	2018	2017
	£	£	£	£
8 Exceptional items				
Reported profit/(loss) for the financial year	21,635	(81,810)	38,221	449,426
Less ECB one off receipts	-	716,666	533,333	500,000
Underlying profit/(loss)	21,635	(798,476)	(495,112)	(50,574)
9 Cricket expenses				
Players and other cricket staff wages net of ECB awards to players	2,135,520	1,912,505	1,704,633	1,408,712
Healthcare	124,118	126,897	94,287	130,482
Academy	36,733	45,851	17,718	26,092
WCAG (Pathway)	18,514	97,359	120,215	83,442
Stewarding & staging	9,287	66,984	71,834	94,116
Ground staff costs	110,234	121,615	137,466	144,565
Sundry cricket costs	180,901	470,705	447,925	344,649
Total	2,615,307	2,841,916	2,594,078	2,232,058
10 Commercial Activities				
Catering revenues	183,918	1,179,052	1,176,899	1,086,271
Sponsorship & advertising revenues	237,639	359,834	395,519	374,372
Retail revenues	42,313	-	-	-
Concert contribution	-	-	37,041	30,345
Car parking revenues	62,550	124,315	122,283	136,471
Total	526,420	1,663,201	1,731,742	1,627,459
11 Wages				
Directors	-	154,435	178,922	311,445
Players and coaches	2,135,520	1,912,505	1,704,633	1,408,712
Administration	288,839	430,853	388,294	373,217
Catering	303,566	502,850	478,596	475,539
Commercial	183,910	194,546	178,482	167,593
Total	2,911,835	3,195,189	2,928,927	2,736,506
12 Total Debt				
Bank overdrafts	5,461	157,434	452,916	538,629
Bank loans	1,678,296	1,794,391	1,997,676	1,873,631
Other loans	1,928,174	2,203,187	2,314,464	2,497,645
Finance leases	116,417	155,432	113,158	-
Total	3,728,348	4,310,444	4,878,214	4,909,905



2020 THE STATS

Jake Libby enjoyed a memorable first campaign with Worcestershire. His 498 run tally was the highest in the competition's group stages as he forged a formidable opening partnership with Daryl Mitchell.

The former Nottinghamshire player featured in a memorable 318 run stand with Brett D'Oliveira – a record against Glamorgan – which included his career-best score of 184.

Six Worcestershire batsman averaged 40 or more, and the side topped 400 on three occasions in a testament to the hard work put in during the winter months to try and improve red ball performances. There were four century-makers including Tom Fell, who made a welcome return to form, while Jack Haynes slotted seamlessly into a formidable top six.



Player	Mat	Inns	NO	Runs	HS	Ave	BF	SR	100	50	0	4s	6s
JD Libby	5	9	0	498	184	55.33	1041	47.83	1	3	1	56	2
BL D'Oliveira	5	8	1	367	174	52.42	538	68.21	1	1	0	48	2
TC Fell	5	9	2	336	110*	48.00	742	45.28	1	1	0	41	0
OB Cox	5	8	3	225	45*	45.00	346	65.02	0	0	0	27	2
DKH Mitchell	5	9	0	384	110	42.66	824	46.60	1	2	1	50	0
JA Haynes	5	9	2	285	51	40.71	534	53.37	0	2	0	37	0
EG Barnard	5	6	2	84	48*	21.00	163	51.53	0	0	3	5	1
MH Wessels	5	8	0	157	88	19.62	170	92.35	0	1	2	25	0
J Leach	5	6	1	47	17	9.40	72	65.27	0	0	1	5	1
DY Pennington	3	4	2	15	11*	7.50	29	51.72	0	0	1	3	0
JC Tongue	4	3	2	2	1*	1.00	9	11.11	0	0	1	0	0

Club Captain Joe Leach led by example with the ball, not only finishing as leading wicket-taker but maintaining that ability to bowl decisive match-turning spells as demonstrated with his four-wicket bursts against Gloucestershire and Glamorgan.

Ed Barnard was the other ever-present member of the pace bowling attack and continued his previous seasons' impressive performances. He reached 200 first-class wickets in his career in just over five years.

Charlie Morris needs just three more scalps to achieve that milestone in 2021, and he, Josh Tongue and Dillon Pennington were effectively rotated during a hectic competition. Ben Cox again excelled behind the stumps while Riki Wessels and Daryl Mitchell were a formidable partnership at first and second slip.



Player	Mat	Overs	Mdns	Runs	Wkts	BBI	BBM	Ave	Econ	SR	5	Ct	St
EG Barnard	5	148.5	40	390	18	4-25	7-78	21.66	2.62	49.60	0	5	0
CAJ Morris	3	99.3	21	315	14	5-80	6-104	22.50	3.16	42.60	1	0	0
DY Pennington	3	90.1	22	248	11	3-30	5-106	22.54	2.75	49.10	0	1	0
JD Libby	5	14.4	2	46	2	2-45	2-45	23.00	3.13	44.00	0	2	0
J Leach	5	169.3	44	490	19	4-67	6-79	25.78	2.89	53.50	0	1	0
JC Tongue	4	117.1	26	363	14	3-38	6-80	25.92	3.09	50.20	0	0	0
BL D'Oliveira	5	95	13	312	6	2-31	4-85	52.00	3.28	95.00	0	2	0
DKH Mitchell	5	31	7	63	1	1-7	1-7	63.00	2.03	186.00	0	7	0
OB Cox	5	-	-	-	-	-	-	-	-	-	-	25	0
TC Fell	5	-	-	-	-	-	-	-	-	-	-	3	0
JA Haynes	5	-	-	-	-	-	-	-	-	-	-	1	0
MH Wessels	5	-	-	-	-	-	-	-	-	-	-	4	0



2020 THE STATS

Overseas signing Hamish Rutherford ended as leading run-scorer with the aid of a memorable century – his second in T20 cricket - against Glamorgan during the final fixture of the campaign at New Road.

The New Zealander's tally of 19 sixes was the third highest in the competition in 2020, and he also had Worcestershire's highest strike rate.

Jake Libby transferred his red-ball success into the short format of the game and showed he could score rapidly, but the remainder of the batting line-up managed only two half-centuries between them and struggled to either set or chase down formidable targets for the bulk of the tournament.



Player	Mat	Inns	NO	Runs	HS	Ave	BF	SR	100	50	0	4s	6s
JD Libby	9	9	1	318	75*	39.75	232	137.06	0	2	1	30	5
HD Rutherford	9	9	0	352	100	39.11	220	160.00	1	1	0	33	19
DKH Mitchell	8	5	3	67	45	33.50	44	152.27	0	0	0	3	4
OB Cox	9	9	3	176	56*	29.33	136	129.41	0	1	0	17	5
BD D'Oliveira	8	8	2	143	61	28.60	11	128.82	0	1	0	9	5
JA Haynes	7	7	0	149	41	21.28	108	137.96	0	0	0	18	4
RA Whiteley	9	9	2	118	25	16.85	90	131.11	0	0	0	9	4
MH Wessels	6	6	0	79	30	13.16	77	102.59	0	0	0	8	0
DY Pennington	6	3	2	12	10*	12.00	6	200.00	0	0	0	2	0
EG Barnard	9	5	1	53	16	10.60	40	132.50	0	0	0	5	2
PR Brown	8	2	2	13	7*	-	16	87.50	0	0	0	1	0
AW Finch	5	1	1	3	3*	-	5	60.00	0	0	0	0	0
CAJ Morris	6	1	1	1	1*	-	2	50.00	0	0	0	0	0

Ed Barnard led the side for the first time, and finished as the Rapids' leading wicket-taker in the competition.

The competition offered the opportunity to give valuable experience to the likes of Adam Finch and Dillon Pennington who both performed admirably in the fixtures in which they took part.

Daryl Mitchell again proved to be a canny performer with the ball, offering control in the middle-overs throughout.

Worcestershire's fielding – another superb highlight of previous Vitality Blast campaigns – failed at times to live up to their previously exceptional standards.



Player	Mat	Overs	Mdns	Runs	Wkts	BBI	Ave	Econ	SR	4	Ct	St
JD Libby	9	6	0	43	0	-	-	7.16	-	0	1	0
DKH Mitchell	8	28	0	218	6	3-35	36.33	7.78	28.00	0	4	0
BL D'Oliveira	8	22	0	187	3	1-11	62.33	8.50	44.00	0	3	0
EG Barnard	9	30	0	260	10	3-44	26.00	8.66	18.00	0	4	0
AW Finch	5	16	0	147	4	1-22	36.75	9.18	24.00	0	0	0
CAJ Morris	6	19.2	0	193	6	2-44	32.16	9.98	19.30	0	2	0
DY Pennington	6	21	0	211	5	2-27	42.20	10.04	25.20	0	2	0
PR Brown	8	30.4	0	333	8	3-39	41.62	10.85	23.00	0	1	0
RA Whiteley	9	1	0	13	0	-	-	13.00	-	0	6	0
OB Cox	9	-	-	-	-	-	-	-	-	-	4	0
JA Haynes	7	-	-	-	-	-	-	-	-	-	2	0
HD Rutherford	9	-	-	-	-	-	-	-	-	-	1	0
MH Wessels	6	-	-	-	-	-	-	-	-	-	3	0



2020 FINAL TABLES



BOB WILLIS TROPHY - CENTRAL GROUP

	Team	M	W	L	T	D	Pts	NRR
1	Somerset	5	4	0	0	1	97	-1.344
2	WORCESTERSHIRE	5	2	1	0	2	74	-5.449
3	Warwickshire	5	0	1	0	4	53	-0.650
4	Northamptonshire	5	1	2	0	2	49	10.777
5	Gloucestershire	5	1	2	0	2	45	0.469
6	Glamorgan	5	0	2	0	3	43	2.234



VITALITY BLAST - CENTRAL GROUP

	Team	M	W	L	T	N/R	Pts	NRR
1	Gloucestershire	10	7	2	0	1	15	1.017
2	Northants Steelbacks	10	5	4	0	1	11	0.053
3	Birmingham Bears	10	5	4	0	1	11	-0.634
4	Somerset	10	4	5	0	1	9	0.653
5	Glamorgan	10	4	5	0	1	9	-0.304
6	WORCESTERSHIRE	10	2	7	0	1	5	-0.789










MORGAN


WORCESTERSHIRE
COUNTY CRICKET CLUB



Worcestershire County Cricket Club, New Road,
Worcester WR2 4QQ