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FORM AR27

Trade Union and Labour Relations (Consolidation) Act 1992

ANNUAL RETURN FOR AN EMPLOYERS' ASSOCIATION

Name of Employers' Association:

Year ended:

List No:

Head or Main Office:

Website address (if available)

Has the address changed during the year to which the return relates? Yes No (Tick as appropriate)

General Secretary:

Contact name for queries regarding the completion of this return:

Telephone Number:

e-mail:

PLEASE FOLLOW THE GUIDANCE NOTES IN THE COMPLETION OF THIS RETURN.
Any difficulties or problems in the completion of this return should be directed to the Certification Office as below or by telephone to: 020 7210 3734

The address to which returns and other documents should be sent are:

For Employers' Associations based in England and Wales:
Certification Office for Trade Unions and Employers' Associations
22nd Floor, Euston Tower, 286 Euston Road, London NW1 3JJ

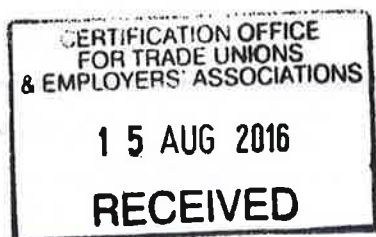
For Employers' Associations based in Scotland:
Certification Office for Trade Unions and Employers' Associations
Melrose House, 69a George Street, Edinburgh EH2 2JG



OFFICER IN POST FOR ENGLAND AND WALES CRICKET BOARD
FOR THE PERIOD ENDING 31ST JANUARY 2016

MEMBERS OF THE BOARD

Colin Graves	Chairman
Ian Lovett	Deputy Chairman
Giles Clarke CBE DL	President
Matthew Fleming	Appointee of Marylebone Cricket Club
Tom Harrison	Chief Executive Officer of ECB
Baroness Rachael Heyhoe Flint OBE	Women's Cricket Representative
Andrew Nash	Appointee of the First Class County Clubs
Professor Lord Patel of Bradford OBE	Independent
John Pickup MBE	Appointee of the Recreational Assembly
Jane Stichbury CBE QPM	Independent
Richard Thompson	Appointee of the First Class County Clubs
James Wood	Appointee of the Recreational Assembly
Peter Wright	Appointee of the First Class County Clubs



RETURN OF MEMBERS

(see note 9)

NUMBER OF MEMBERS AT THE END OF THE YEAR				
Great Britain	Northern Ireland	Irish Republic	Elsewhere Abroad (including Channel Islands)	TOTALS
263	-	-	-	263

OFFICERS IN POST

(see note 10)

Please attach as an annexe to this form a complete list of all officers in post at the end of the year to which this form relates, with the title of each persons office.

CHANGE OF OFFICERS

Please complete the following to record any changes of officers during the twelve months covered by this return.

Title of Office	Name of Officer ceasing to hold office	Name of Officer Appointed	Date of Change
Members of the Board	Brian Havill		18 th November 2015

REVENUE ACCOUNT/GENERAL FUND

(see notes 11 to 16)

Previous Year			£000	£000
	INCOME			
-	From Members	Subscriptions, levies, etc		-
-	Investment income	Interest and dividends (gross)	-	
485		Bank interest (gross)	475	
-		Other (specify)	-	475
-	Other income	Rents received	-	
177		Insurance commission	169	
-		Consultancy fees	-	
-		Publications/Seminars	-	
174,689		Miscellaneous receipts (specify)	133,798	133,967
175,351	TOTAL INCOME			134,442
	EXPENDITURE			
	Administrative expenses			
(22,791)		Remuneration and expenses of staff	(25,876)	
(496)		Occupancy costs	(506)	
(58)		Printing, Stationery, Post	(126)	
(287)		Telephones	(201)	
(491)		Legal and Professional fees	(800)	
-		Miscellaneous (specify)	-	(27,509)
(9)	Other charges	Bank charges	(7)	
(21)		Depreciation	(18)	
-		Sums written off	-	
-		Affiliation fees	-	
(8)		Donations	(4)	
(172)		Conference and meeting fees	(195)	
(1,452)		Expenses	(1,606)	
(121,166)		Miscellaneous (specify)	(103,731)	(105,561)
(35)	Taxation			(141)
(146,986)	TOTAL EXPENDITURE			(133,211)
28,365	Surplus/Deficit for year			1,231
44,009	Amount of fund at beginning of year			70,039
(2,335)	Other comprehensive Income			1,836
70,039	Amount of fund at end of year			73,106

ACCOUNTS OTHER THAN THE REVENUE ACCOUNT/GENERAL FUND
(see notes 17 to 18)

ACCOUNT 2		Fund Account	
Name of account:		£	£
Income	From members Investment income Other income (specify)		
		Total Income	
Expenditure	Administrative expenses Other expenditure (specify)		
		Total Expenditure	
			Surplus (Deficit) for the year
			Amount of fund at beginning of year
			Amount of fund at the end of year (as Balance Sheet)

ACCOUNT 3		Fund Account	
Name of account:		£	£
Income	From members Investment income Other income (specify)		
		Total Income	
Expenditure	Administrative expenses Other expenditure (specify)		
		Total Expenditure	
			Surplus (Deficit) for the year
			Amount of fund at beginning of year
			Amount of fund at the end of year (as Balance Sheet)

ACCOUNTS OTHER THAN THE REVENUE ACCOUNT/GENERAL FUND

(see notes 17 to 18)

ACCOUNT 4		Fund Account	
Name of account:		£	£
Income	From members		
	Investment income		
	Other income (specify)		
	Total Income		
Expenditure	Administrative expenses		
	Other expenditure (specify)		
	Total Expenditure		
	Surplus (Deficit) for the year		
Amount of fund at beginning of year			
Amount of fund at the end of year (as Balance Sheet)			

ACCOUNT 5		Fund Account	
Name of account:		£	£
Income	From members		
	Investment income		
	Other income (specify)		
	Total Income		
Expenditure	Administrative expenses		
	Other expenditure (specify)		
	Total Expenditure		
	Surplus (Deficit) for the year		
Amount of fund at beginning of year			
Amount of fund at the end of year (as Balance Sheet)			

ACCOUNTS OTHER THAN THE REVENUE ACCOUNT/GENERAL FUND

(see notes 17 to 18)

ACCOUNT 6		Fund Account	
Name of account:		£	£
Income	From members Investment income Other income (specify)		
		Total Income	
Expenditure	Administrative expenses Other expenditure (specify)		
		Total Expenditure	
		Surplus (Deficit) for the year	
		Amount of fund at beginning of year	
		Amount of fund at the end of year (as Balance Sheet)	

ACCOUNT 7		Fund Account	
Name of account:		£	£
Income	From members Investment income Other income (specify)		
		Total Income	
Expenditure	Administrative expenses Other expenditure (specify)		
		Total Expenditure	
		Surplus (Deficit) for the year	
		Amount of fund at beginning of year	
		Amount of fund at the end of year (as Balance Sheet)	

BALANCE SHEET AS AT 31 JANUARY 2016

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(see notes 19 and 20)

Previous Year		£ 000	£ 000
4,771	Fixed Assets (as at page 11)		2,899
	Investments (as per analysis on page 13)		
-	Quoted (Market value £)		-
54,219	Unquoted	62,296	
	Total Investments		62,296
	Other Assets		
26,863	Sundry debtors	25,757	
12,656	Cash at bank and in hand	14,965	
62	Stocks of goods	65	
-	Others (specify)	-	
	Total of other assets		40,787
98,571	TOTAL ASSETS		105,982
-	Fund (Account)		-
-	Fund (Account)		-
-	Fund (Account)		-
-	Revaluation Reserve		-
	Liabilities		
-	Loans		-
-	Bank overdraft		-
-	Tax payable		-
(6,204)	Sundry creditors		(4,557)
(20,560)	Accrued expenses		(28,319)
(1,768)	Provisions		-
-	Other liabilities		-
(28,532)	TOTAL LIABILITIES		(32,876)
70,039	TOTAL ASSETS		73,106

FIXED ASSETS ACCOUNT

(see note 21)

	Land & Buildings	Fixtures & Fittings	Motor Vehicles & Equipment	Total
	£ 000	£ 000	£ 000	£ 000
COST OR VALUATION				
At start of period	-	18	-	18
Additions during period	49	57	-	106
Less: Disposals during period	-	-	-	-
Less: DEPRECIATION:	-	18	-	18
Total to end of period				
BOOK AMOUNT at end of period	49	57	-	106
Freehold				
Leasehold (50 or more years unexpired)				
Leasehold (less than 50 years unexpired)				
AS BALANCE SHEET	49	57	-	106

ANALYSIS OF INVESTMENTS

(see note 22)

		Other Funds £000
QUOTED	British Government & British Government Guaranteed Securities	-
	British Municipal and County Securities	-
	Other quoted securities (to be specified)	-
	TOTAL QUOTED (as Balance Sheet)	-
	*Market Value of Quoted Investments	-
UNQUOTED	British Government Securities	-
	British Municipal and County Securities	-
	Mortgages	-
	Other unquoted securities (to be specified)	62,296
	TOTAL QUOTED (as Balance Sheet)	62,296
	*Market Value of Unquoted Investments	

* Market value of investments to be stated where these are different from the figures quoted in the balance sheet

ANALYSIS OF INVESTMENT INCOME (CONTROLLING INTERESTS)

(see notes 23 to 25)

Does the association, or any constituent part of the association, have a controlling interest in any limited company?		YES	NO ✓
If YES name the relevant companies:			
COMPANY NAME	COMPANY REGISTRATION NUMBER (if not registered in England & Wales, state where registered)		
INCORPORATED EMPLOYERS' ASSOCIATIONS			
Are the shares which are controlled by the association registered in the association's name		YES	NO ✓
If NO, please state the names of the persons in whom the shares controlled by the association are registered.			
COMPANY NAME	NAMES OF SHAREHOLDERS		
UNINCORPORATED EMPLOYERS ASSOCIATIONS			
Are the shares which are controlled by the association registered in the names of the association's trustees?		YES	NO ✓
If NO, state the names of the persons in whom the shares controlled by the association are registered.			
COMPANY NAME	NAMES OF SHAREHOLDERS		

SUMMARY SHEET

(see notes 26 to 35)

	All funds except Political Funds £000	Political Funds £000	Total Funds £000
INCOME			
From Members	-	-	-
From Investments	475	-	475
Other Income (including increases by revaluation of assets)	135,803	-	135,803
Total Income	136,278	-	136,278
EXPENDITURE (including decreases by revaluation of assets)			
Total Expenditure	(133,211)	-	(133,211)
Funds at beginning of year (including reserves)	70,039	-	70,039
Funds at end of year (including reserves)	73,106	-	73,106
ASSETS			
Fixed Assets			2,899
Investment Assets			62,296
Other Assets			40,787
		Total Assets	105,982
LIABILITIES			
		Total Liabilities	(32,876)
NET ASSETS (Total Assets less Total Liabilities)			73,106

NOTES TO THE ACCOUNTS

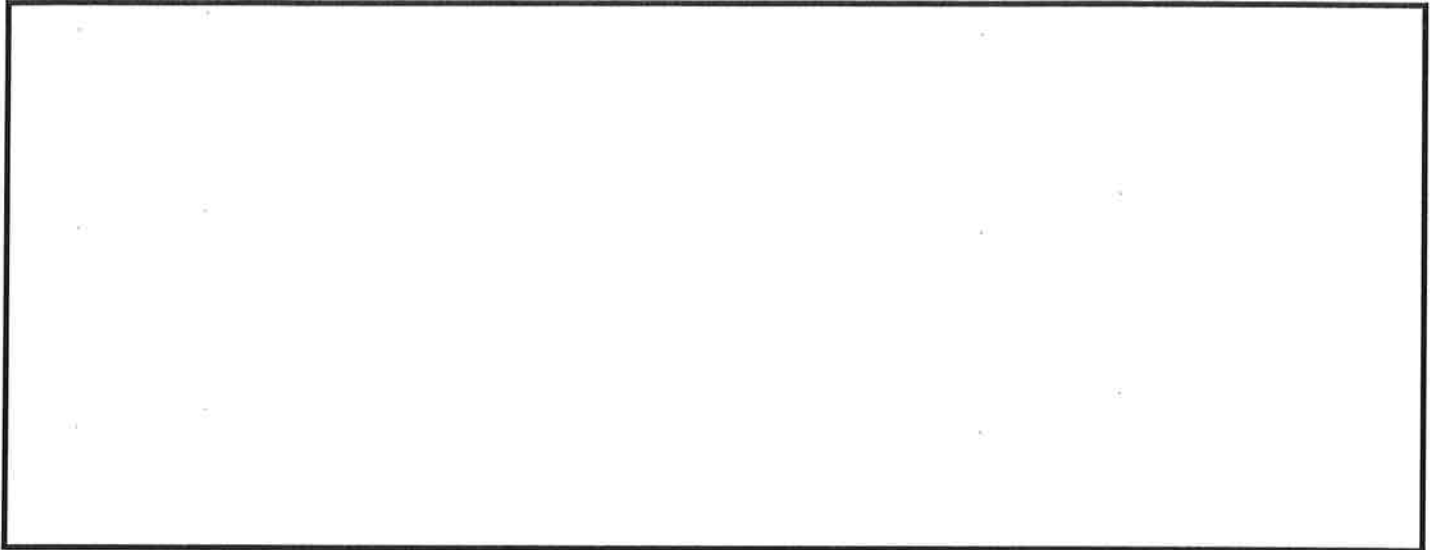
(see note 36)

All notes to the accounts must be entered on or attached to this part of the return.

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ACCOUNTING POLICIES


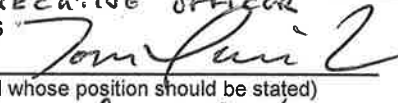
(see notes 37 and 38)



SIGNATURES TO THE ANNUAL RETURN

(see notes 39 and 40)

including the accounts and balance sheet contained in the return.

Secretary's Signature: <u></u> Name: <u>SCOTT SMITH</u> Date: <u>7/7/2016</u>	CHIEF EXECUTIVE OFFICER Chairman's Signature: <u></u> (or other official whose position should be stated) Name: <u>TOM HARRISON</u> Date: <u>7/7/2016</u>
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CHECK LIST

(see note 41)

(please tick as appropriate)

IS THE RETURN OF OFFICERS ATTACHED? (see Page 3)	YES		NO	
HAS THE RETURN OF CHANGE OF OFFICERS BEEN COMPLETED? (see Page 3)	YES		NO	
HAS THE RETURN BEEN SIGNED? (see Note 38)	YES		NO	
HAS THE AUDITOR'S REPORT BEEN COMPLETED (see Note 39)	YES		NO	
IS A RULE BOOK ENCLOSED? (see Note 40)	YES		NO	
HAS THE SUMMARY SHEET BEEN COMPLETED (see Notes 6 and 25 to 34)	YES		NO	

AUDITOR'S REPORT

(see notes 42 to 47)

made in accordance with section 36 of the Trade Union and Labour Relations (Consolidation) Act 1992.

1. In the opinion of the auditors or auditor do the accounts they have audited and which are contained in this return give a true and fair view of the matters to which they relate?
(See section 36(1) and (2) of the 1992 Act and notes 43 and 44)

YES/NO

If "No" please explain below.

2. Have the auditors or auditor carried out such investigations in the preparation of their audit report as will enable them to form an opinion as to:
- (a) whether the trade union has kept proper accounting records in accordance with section 28 of the 1992 Act;
 - (b) whether it has maintained a satisfactory system of control over its transactions in accordance with the requirements of that section; and
 - (c) whether the accounts to which the report relates agree with the accounting records?
- (See section 36(3) of the 1992 Act, set out in note 43)

YES/NO

If "No" please explain below.

REFER TO ATTACHED FINANCIAL STATEMENTS
AND THE AUDIT OPINION THEREIN

3. Are the auditors or auditor of the opinion that the union has complied with section 28 of the 1992 Act and has:
- (a) kept proper accounting records with respect to its transactions and its assets and liabilities; and
 - (b) established and maintained a satisfactory system of control of its accounting records, its cash holding and all its receipts and remittances.
- (See section 36(4) of the 1992 Act set out in note 43)

YES/NO

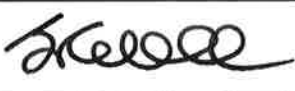
If "No" please explain below.

REFER TO ATTACHED FINANCIAL STATEMENTS
AND THE AUDIT OPINION THEREIN

4. Please set out a copy of the report made by the auditors or auditor to the union on the accounts to which this AR27 relates. The report is to set out the basis upon which the audit has been conducted and/or such other statement as the auditor considers appropriate. Such a statement may be provided as a separate document.
(See note 45)

A COPY OF THE SIGNED FINANCIAL STATEMENTS
IS ATTACHED

AUDITOR'S REPORT (continued)

	DIRECTOR	FIRM
Signature(s) of auditor or auditors:		KPMG LLP
Name(s):	JONATHAN RUSSELL	KPMG LLP
Profession(s) or Calling(s):	CHARTERED ACCOUNTANT	CHARTERED ACCOUNTANTS
Address(es):	KPMG LLP 15 CANADA SQUARE LONDON	KPMG LLP 15 CANADA SQUARE LONDON
Date:	27 th JULY 2016	27 th JULY 2016
Contact name and telephone number:	ALEXANDRA BURY	0207 394 5127

N.B. When notes to the accounts are referred to in the auditor's report a copy of those notes must accompany this return.

Annual return 2015/16 - numbers as per page 3

Remuneration and expenses of staff	as per note 6 of annual accounts	
Occupancy costs	as per Management Accounts (note 12)	
Printing, stationery and post	as per Management Accounts (note 12)	1 506
Telephones	as per Management Accounts (note 12)	2 126
Legal & Prof Fees	as per Management Accounts (note 12)	3 201
		4 800
Bank charges	as per Trial Balance (a/c 89041714 FIN)	7
Depreciation	as per Management Accounts (note 12)	5 18
Donations	as per page 2 in Annual Accounts	6 5
Expenses	as per Management Accounts (note 12)	7 1,606
Conference and meeting fees	as per Management Accounts (note 12)	8 3,464
Miscellaneous	balance of costs above deducted from £ as per annual accounts	129,606
TOTAL EXPENDITURE		133,070

NOTES

Total Expenditure is derived from the Consolidated P&L and is cost of sales (£18,884) plus Admin Expenses (£114,186k)

Expenses in note 12 less CEO Box costs

THE ENGLAND AND WALES CRICKET BOARD
ACCOUNTS FOR THE PERIOD ENDING 31 JANUARY 2016

Note

	YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015	BUDGET 2015/16	FORECAST 2015/16	PY ACTUALS 2014/15
1	83,391	83,270	133,796	83,391	84,000	133,796
2	7,857	7,660	6,786	7,857	7,854	6,784
3	8,212	9,911	7,354	8,212	9,913	7,280
4	400	1,113	766	400	634	766
	99,860	101,954	148,701	99,860	102,211	148,626
5	(9,211)	(8,579)	(7,744)	(9,211)	(9,308)	(7,744)
6	(26,957)	(28,408)	(24,250)	(26,957)	(28,986)	(24,250)
7	(1,432)	(1,514)	(1,532)	(1,432)	(1,474)	(1,532)
8	(486)	(473)	(424)	(486)	(486)	(424)
9	0	0	0	0	0	0
10	(45,167)	(47,201)	(62,585)	(45,167)	(47,304)	(62,585)
11	(13,789)	(15,066)	(15,095)	(13,789)	(15,349)	(15,095)
12	(8,036)	(9,807)	(8,565)	(8,036)	(9,584)	(8,565)
	(5,219)	(9,215)	28,406	(5,219)	(10,260)	28,331
Dubai dividend	0	13,313	15,500	0	13,313	15,500
Write off Dubai Investment	0	(9,699)	(14,868)	0	(9,699)	(14,868)
ICC net(expenditure)/income	5,085	6,577	4,789	5,085	6,568	4,789
Neutrals/Champions League	0	0	0	0	0	0
Profit before contingency & tax	(134)	976	33,826	(134)	(98)	33,752
Contingency/Special Payment	(2,500)	0	0	(2,500)	(2,500)	0
Chances to Shine Donation	0	0	(3,750)	0	0	(3,750)
Lord's Taverners	0	0	(800)	0	0	(800)
Sri Lanka/India Tour costs	0	0	(503)	0	0	(503)
Profit before tax	(2,634)	976	28,774	(2,634)	(2,598)	28,699
Taxation (after UK tax charge)	(182)	(141)	(37)	(182)	(182)	(37)
Profit after tax	(2,816)	835	28,737	(2,816)	(2,780)	28,662
EWCT under payment (special payment)	(200)	5,224	(22,285)	(200)	(200)	(22,285)
ECB Profit after tax and EWCT special payment/receipt	(3,016)	6,059	6,452	(3,016)	(2,980)	6,377
ECB Reserve b/f	15,012	15,012	10,970	10,106	15,012	10,970
Actual Gain/(loss)	0	1,835	0	0	0	(2,335)
ECB Reserves	11,996	22,907	17,422	7,090	12,032	15,012
EWCT reserves b/f	24,066	55,023	32,609	24,066	55,023	32,609
EWCT Over/(Underpayment)	0	0	0	0	0	0
EWCT Donation from Dubai	0	0	0	0	0	0
EWCT Profit/(Loss)	(0)	(4,840)	(4,840)	(0)	230	22,414
EWCT reserves c/f	24,066	50,183	32,609	24,066	55,253	55,023
Dubai Reserves b/f	0	2	0	0	2	430
Dubai Profit/(Loss)	0	3,625	0	0	0	204
Dubai Dividend	0	(3,614)	13	0	2	(632)
	35,062	73,103	50,031	31,156	67,285	70,037

1 BROADCASTING INCOME

	YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015	BUDGET 2015/16	FORECAST 2015/16	PY ACTUALS 2014/15
Broadcasting Income	67,530	67,530	67,530	67,530	67,570	67,530
UK Broadcasting	(180)	(180)	(180)	(180)	(180)	(180)
County Radio Support	0	0	0	0	0	0
T20 Highlights	74,017	74,017	74,017	74,017	74,057	74,017
Sky Optisan (Accounting)	6,667	6,667	6,667	6,667	6,667	6,667
Sky - player pool	(275)	(275)	(275)	(275)	(275)	(275)
Sky/Channel 5 box/tickets	(329)	(145)	(90)	(329)	(145)	(90)
Sky Venue Sampling	(75)	0	0	(75)	0	0
Overseas TV - ESPN	2,291	2,478	59,345	2,291	2,550	59,345
ESPN Tickets/Hospitality	(150)	(201)	(144)	(150)	(201)	(144)
Overseas TV - Australia	6,741	5,712	49	6,741	6,326	49
Overseas TV - Other	1,465	1,997	1,261	1,465	1,997	1,261
Digital Match Day Content	150	87	47	150	90	47
Other radio & footage sales	15	30	15	15	30	15
Guarantee/Broadcasting UK & Ireland	(460)	(430)	(430)	(460)	(430)	(430)
Broadcasting Agency Commission (overseas)	0	0	0	0	9,943	0
	9,374	9,253	59,779	9,374	9,943	59,779
	<u>83,391</u>	<u>83,270</u>	<u>133,796</u>	<u>83,391</u>	<u>84,000</u>	<u>133,796</u>

	YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015	BUDGET 2015/16	FORECAST 2015/16	PY ACTUALS 2014/15
2 COMMERCIAL INCOME						
Sponsorship income						
Investec/power - Sponsorship	3,704	3,954	3,528	3,704	3,954	3,528
Investec/power - Perimeter Adv Revenue	(500)	(497)	(473)	(500)	(497)	(473)
Investec/power - player pool	(350)	(376)	(358)	(350)	(376)	(358)
Investec/power, Tickets/Hospitality	(40)	(47)	(82)	(40)	(47)	(32)
Investec - Commission	(210)	(210)	(201)	(210)	(210)	(201)
Investec - ePlayer Branding	(100)	(100)	(100)	(100)	(100)	(100)
	2,504	2,724	2,363	2,504	2,724	2,363
WAITROSE/BRIT - Sponsorship	2,776	2,846	1,985	2,776	2,845	1,985
WAITROSE/BRIT - Perimeter Advertising Revenue	(250)	(257)	(195)	(250)	(257)	(195)
WAITROSE/BRIT - Player Pool	(500)	(500)	(500)	(500)	(500)	(500)
WAITROSE/BRIT - Tickets/Hospitality	(150)	(135)	(106)	(150)	(135)	(106)
WAITROSE/BRIT - Commission	(120)	(120)	(100)	(120)	(120)	(100)
WAITROSE/BRIT - Team England Media Event	(30)	(44)	(29)	(30)	(44)	(29)
	1,726	1,789	1,054	1,726	1,789	1,054
NatWest - Sponsorship	1,800	1,800	1,800	1,800	1,800	1,800
NatWest - Perimeter Advertising Revenue	(80)	(80)	(130)	(80)	(80)	(130)
NatWest - LED Board	(150)	(172)	(194)	(150)	(172)	(194)
NatWest - Player Pool	(220)	(220)	(220)	(220)	(220)	(220)
NatWest - Advertising/Branding	(150)	(150)	(54)	(150)	(150)	(54)
NatWest - Tickets/Hospitality	(40)	(71)	(37)	(40)	(73)	(37)
	1,160	1,107	1,165	1,160	1,105	1,165
Royal London - Sponsorship	2,513	2,513	2,513	2,513	2,513	2,513
Royal London - Perimeter Advertising Revenue	(380)	(460)	(378)	(380)	(460)	(378)
Royal London - LED Board	(50)	(63)	(35)	(50)	(63)	(35)
Royal London - Player Pool	(220)	(220)	(240)	(220)	(220)	(240)
Royal London - Production Costs	(130)	(122)	(157)	(130)	(160)	(157)
Royal London - Exclusivity of Final	(76)	(11)	(77)	(76)	(76)	(77)
Royal London - Cricket Scotland	0	0	0	0	0	0
Royal London - Community Programme	(80)	(15)	(80)	(80)	(80)	(80)
Royal London - Commission	(145)	(144)	(144)	(145)	(144)	(144)
Royal London - Tickets/Hospitality	(225)	(167)	(189)	(225)	(167)	(189)
	1,207	1,291	1,178	1,207	1,123	1,178
4 Day LV Championship	297	289	288	297	289	288
Match Sponsors Ticket/Hospitality	(35)	(35)	(35)	(35)	(35)	(35)
Ground advertising	(400)	(287)	(542)	(400)	(290)	(542)
	(138)	(33)	(290)	(138)	(36)	(290)
The Times - Sponsorship	600	600	600	600	600	600
The Times - Perimeter Advertising	(35)	(35)	0	(35)	(35)	0
The Times - Players Pool	(45)	(115)	0	(45)	(115)	0
The Times - Tickets/Hospitality	(16)	(16)	0	(16)	(16)	0
	504	434	600	504	434	600
Official Partners - Sponsorship (see note 2b)	3,002	2,956	3,287	3,002	3,139	3,287
Official Partners - Perimeter Advertising Revenue (see note 2b)	(1,655)	(2,078)	(1,784)	(1,655)	(2,078)	(1,785)
Official Partners - Tickets/Hospitality (see note 2b)	(144)	(172)	(146)	(144)	(172)	(146)
Official Partners - Sponsorship Commission (see note 2b)	(40)	(54)	(52)	(40)	(54)	(52)
Official Partners - Other Costs (see note 2b)	0	0	(110)	0	0	(110)
Official Partners - Player Pool (see note 2b)	(476)	(543)	(930)	(476)	(553)	(930)
	687	118	265	687	282	264
Adidas	345	388	688	345	389	688
Adidas - Player Pool	(173)	(89)	(168)	(173)	(173)	(168)
	173	299	520	173	217	520
Licensing & Royalties (JP)	100	38	1	100	50	1
Licensing & Publications Player Pool	0	(89)	(43)	0	0	(43)
Licensing & Publications Ticket/Hospitality	(25)	(82)	(35)	(25)	(82)	(38)
Publications (JP)	0	79	31	0	79	31
	75	(54)	(49)	75	47	(49)
Development Sponsorship	0	0	0	0	0	0
Asda - player pool	0	0	0	0	0	0
Chydesdale Bank Cricket Factory	0	0	0	0	0	0
Sky Sponsorship of Coaching Scheme	0	0	0	0	0	0
Development Revenue Ventures	0	17	6	0	13	6
Development Sponsorship Ticket/Hospitality	(40)	(33)	(27)	(40)	(20)	(27)
	(40)	(15)	(21)	(40)	(20)	(21)
	7,857	7,660	6,785	7,857	7,664	6,784

2b COMMERCIAL INCOME - OFFICIAL PARTNERS

	YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015	BUDGET 2015/16	FORECAST 2015/16	PY ACTUALS 2014/15
Eithad - Sponsorship	500	323	300	500	500	300
Eithad - Perimeter Advertising	(340)	(340)	0	(340)	(340)	0
Eithad - Players Pool	0	(154)	0	0	(154)	0
Eithad - Tickets/Hospitality	(50)	(67)	(12)	(50)	(67)	(12)
	110	(236)	288	110	(61)	288
Hardy's						
Hardy's Wines - Sponsorship	615	615	600	615	615	600
Hardy's - Perimeter Advertising	(423)	(423)	0	(423)	(423)	0
Hardy's - Players Pool	0	(92)	0	0	(92)	0
Hardy's - Sponsorship Commission	(20)	(21)	0	(20)	(21)	0
	172	(21)	600	172	79	600
Marstons						
Marstons - Sponsorship	322	322	284	322	322	284
Marstons - Perimeter Advertising	0	(136)	0	0	(136)	0
Marstons - Players Pool	(57)	(57)	0	(57)	(57)	0
Marstons - Tickets/Hospitality	(50)	(50)	0	(50)	(50)	0
	215	(79)	284	215	79	284
Westons						
Westons - Sponsorship	525	300	525	525	300	525
Westons - Perimeter Advertising	(225)	(225)	0	(225)	(225)	0
Westons - Players Pool	(75)	0	0	(75)	0	0
	225	0	525	225	75	525
Yorkshire Tea						
Yorkshire Tea - Sponsorship	350	350	300	350	350	300
Yorkshire Tea - Perimeter Advertising	(170)	(170)	0	(170)	(170)	0
Yorkshire Tea - Players Pool	(62)	0	0	(62)	(112)	0
Yorkshire Tea - Tickets/Hospitality	(23)	(23)	0	(23)	(23)	0
Yorkshire Tea - Sponsorship Commission	(5)	(7)	0	(5)	(7)	0
	90	(7)	300	90	(7)	300
Toyota						
Toyota - Sponsorship	0	456	0	0	456	0
Toyota - Perimeter Advertising Revenue	0	(395)	0	0	(395)	0
Toyota - Players Pool	0	(80)	0	0	(80)	0
Toyota - Tickets/Hospitality	(9)	(9)	0	(9)	(9)	0
Toyota - Sponsorship Commission	0	(15)	0	0	(15)	0
	(9)	(41)	0	(9)	(41)	0
Specsavers						
Specsavers - Sponsorship	330	330	330	330	330	330
Specsavers - Perimeter Advertising	(220)	(220)	0	(220)	(220)	0
Specsavers - Sponsorship Commission	(15)	(11)	0	(15)	(11)	0
	95	(11)	330	95	99	330
TM Lewin						
TM Lewin - Sponsorship	50	50	0	50	50	0
TM Lewin - Players Pool	(40)	(20)	0	(40)	(20)	0
TM Lewin - Tickets/Hospitality	(2)	(2)	0	(2)	(2)	0
	8	(2)	0	8	(2)	0
Harrogate						
Harrogate - Sponsorship	0	95	75	0	95	75
Harrogate - Tickets/Hospitality	(2)	(2)	0	(2)	(2)	0
	(2)	(2)	75	(2)	93	75
Kia						
Kia - Sponsorship	0	45	0	0	45	0
Kia - Tickets/Hospitality	(1)	(1)	(1)	(1)	(1)	(1)
	(1)	(1)	(1)	(1)	44	(1)
Jewson						
Jewson - Sponsorship	0	45	0	0	45	0
Jewson - Tickets/Hospitality	(7)	(7)	0	(7)	(7)	0
	(7)	(7)	0	(7)	38	0
Veuve						
Veuve - Sponsorship	15	15	0	15	15	0
Veuve - Tickets/Hospitality	0	(9)	0	0	(9)	0
	15	(9)	0	15	6	0
Google						
Google - Sponsorship	0	9	0	0	9	0
	0	9	0	0	9	0
Bang & Olufson						
Bang & Olufson - Sponsorship	0	5	0	0	5	0
	0	5	0	0	5	0
	911	425	2,401	911	491	2,401
Totals	2,707	2,963	2,414	2,707	3,139	2,414
Sponsorship	(1,378)	(1,909)	0	(1,378)	(1,909)	0
Perimeter Advertising	0	(403)	0	0	(515)	0
Players Pool	(144)	(170)	(13)	(144)	(170)	(13)
Tickets/Hospitality	(40)	(54)	0	(40)	(54)	0
Sponsorship Commission	911	425	2,401	911	491	2,401

3 MATCH RETURNS

Returns from grounds
 Rain/Cancellation Refund Excess
 Rain/Cancellation Refund Insurance -Reigndei
 Rain/Cancellation Refund Insurance -Lloyds
 Rain/Cancellation Refund Insurance -Other
 Early finish refunds / additional insurance
 Promotions/Marketing

	YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015	BUDGET 2015/16	FORECAST 2015/16	PY ACTUALS 2014/15
	12,672	13,132	11,217	12,672	13,150	11,217
	(1,000)	57	(725)	(1,000)	0	(725)
	(371)	(371)	(371)	(371)	(371)	(371)
	(1,279)	(1,155)	(1,141)	(1,279)	(1,154)	(1,141)
	(50)	(60)	(35)	(50)	(52)	(35)
	(1,700)	(1,585)	(1,548)	(1,700)	(1,577)	(1,548)
	(1,590)	(1,590)	(1,590)	(1,590)	(1,590)	(1,590)
	(170)	(102)	0	(170)	(70)	(74)
	<u>8,212</u>	<u>9,911</u>	<u>7,354</u>	<u>8,212</u>	<u>9,913</u>	<u>7,280</u>

4 OTHER INCOME

Perimeter Advertising
 Amortization costs
 Interest - Other
 Interest from Counties
 PRFP - Interest
 Insurance commission
 Other Income
 Cricket Australia Ticket Package
 Registration & Coaching Fee Income

	BUDGET 2015/16	JANUARY 2015/16	Actuals JANUARY 2014/15
	1,500	2,086	1,405
	(1,500)	(1,949)	(1,433)
	0	137	0
	70	70	365
	100	125	249
	(100)	(125)	(249)
	160	169	177
	50	480	117
	0	204	0
	120	111	116
	<u>400</u>	<u>634</u>	<u>766</u>

	YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015
	1,500	2,086	1,405
	(1,500)	(1,961)	(1,433)
	0	125	0
	70	20	385
	100	137	249
	(100)	(134)	(249)
	160	169	177
	50	480	117
	0	204	0
	120	111	116
	<u>400</u>	<u>1,113</u>	<u>766</u>

5 COMMERCIAL MARKETING EVENTS AND COMMUNICATIONS EXPENDITURE

	YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015	BUDGET 2015/16	FORECAST 2015/16	PY ACTUALS 2014/15
Player Pool Contributions						
Sky (see note 2)	2,214	2,312	2,734	2,214	2,317	2,734
Investec (see note 2)	(275)	(275)	(275)	(275)	(275)	(275)
Waitrose (see note 2)	(350)	(376)	(358)	(350)	(376)	(358)
NatWest (see note 2)	(500)	(500)	(500)	(500)	(500)	(500)
Official Partners (see note 2)	(220)	(220)	(220)	(220)	(220)	(220)
Royal London (see note 2)	(476)	(543)	(930)	(476)	(953)	(930)
Adidas	(220)	(220)	(240)	(220)	(220)	(240)
Licensing & Royalties (see note 2)	(173)	(69)	(166)	(173)	(173)	(168)
	0	(69)	(43)	0	0	(43)
	0	0	0	0	0	0
Commercial						
International Sponsor Servicing	160	83	82	160	100	82
Domestic Sponsor Servicing	115	192	132	115	214	132
Digital Archiving	70	57	106	70	70	106
Broadcasting Costs	155	148	89	155	155	89
Commercial Staff Remuneration	780	847	993	780	940	993
Support Costs	308	228	170	308	238	170
	1,588	1,555	1,572	1,588	1,717	1,572
Marketing						
International Marketing	783	537	640	783	683	640
Domestic Marketing	331	447	426	331	371	426
Promotion of Womens Internationals	150	124	46	150	100	46
Recreational Marketing	100	62	0	100	75	0
Marketing and Communications Remuneration	520	697	392	520	687	392
New Media	1,535	968	950	1,535	1,133	950
TwelfthMan	143	131	97	143	143	97
	3,562	2,956	2,552	3,562	3,192	2,552
Events						
International Event Package	714	675	707	714	714	707
International T20 Activation	102	79	85	102	102	85
Event Operations	116	59	50	116	116	50
Media Operations and Accreditation	280	257	246	280	380	246
Event Security	94	65	40	94	94	40
Event Staff Remuneration	533	596	449	533	592	449
Run Out Cameras/Traffic lights	280	255	252	280	295	252
RF Cameras	28	24	0	28	28	0
Support Costs	136	116	115	136	136	115
Replay screens - International	371	460	385	371	463	385
	2,654	2,585	2,328	2,654	2,920	2,328
Media						
Public Communication Channel	35	34	55	35	35	55
Corporate Communications	420	425	380	420	420	380
Media Remuneration	691	733	630	691	763	630
	1,146	1,212	1,065	1,146	1,218	1,065
Public Policy and International Relations						
	261	271	227	261	261	227
	9,211	8,579	7,744	9,211	9,308	7,744

10. VIBRANT DOMESTIC GAME EXPENDITURE

	YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015	BUDGET 2015/16	FORECAST 2015/16	PY ACTUALS 2014/15
VIBRANT DOMESTIC GAME						
One off payment to FCCs	0	1,900	15,500	0	1,900	15,500
Fixed Fees	16,200	16,200	16,200	16,200	16,200	16,200
Standard Performances Related Fee Payments	13,482	14,158	14,206	13,482	14,158	14,206
Brought forward PRFP	0	0	950	0	0	950
PRFP - Floodlights	1,025	400	0	1,025	0	0
Unlettered Payment	1,450	1,550	1,050	1,450	1,550	1,050
Additional Payment	0	125	2,224	0	125	2,224
T20 Marketing - Match Funding	0	0	0	0	0	0
Differential Fee Payments	0	0	0	0	0	0
County Player Winter Academy Programme	180	167	191	180	180	191
On-Line Rights	1,800	1,800	1,800	1,800	1,800	1,800
	34,137	34,400	36,620	34,137	17,813	36,620
Prize Money	2,077	2,061	2,075	2,077	2,061	2,075
Floodlighting - Grants to Counties	195	210	180	195	210	180
Floodlighting - Musco Costs	0	0	0	0	0	0
Floodlighting - Charges to Counties	0	0	0	0	0	0
T20 Marketing - Other	683	736	430	683	753	430
T20 Competition Event Package - Televised	770	748	751	770	770	751
T20 competition Match Funding	460	450	431	460	460	431
Finals Day	169	173	166	169	184	166
Domestic T20 - Other	19	19	14	19	19	14
50 Over Competition Event Package	132	137	134	132	150	134
Replay screens - Domestic	412	300	324	412	300	324
Transformation Programme	105	109	146	105	175	146
Customer Journey	100	94	137	100	100	137
Live Data Services	161	163	129	161	161	129
T20 Blast Support	0	0	12	0	0	12
FCC Training and Development	109	77	18	109	109	18
	475	444	443	475	545	443
PCA Funding / MCC On Line rights	1,231	1,207	1,293	1,231	1,331	1,293
BOLA Machines	0	200	0	0	200	0
ECB Access Unit	382	222	313	382	286	313
Legal Domestic Cricket	40	39	10	40	40	10
T20 Transitional Payments	0	0	0	0	0	0
County Video Highlights Package	85	0	72	85	85	72
Professional Fees - Pension	153	148	168	153	153	168
Professional Fees - Other	0	10	0	0	0	0
Player Medical System	59	67	50	59	59	50
Domestic Staff Remuneration	500	538	709	500	544	709
Video Data Capture	158	148	127	158	158	127
Application, development & implementation	0	0	0	0	0	0
Player registration/PRFP System	2	9	1	2	9	1
Umpire Costs	2,516	2,453	2,359	2,516	2,470	2,359
Other Costs - BOCA/Pitches Research/BUSA	65	65	74	65	65	74
Apprenticeship scheme	100	137	135	100	100	135
Umpire Coaches and Cricket Liaison Officers	185	181	122	185	185	122
Match/Groundsman Costs	87	54	57	87	67	57
	5,563	5,478	5,489	5,563	5,804	5,489
FCC Drug Testing	65	145	29	65	135	29
	45,167	47,201	62,585	45,167	47,304	62,585

11 ENHANCING PARTICIPATION

Cricket Partnerships

	YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015
Coach Education Income	(27)	(38)	(47)
Coach Education Expenditure	470	435	770
Coaches Association Income	(400)	(293)	(320)
Coaches Association Expenditure	424	258	414
Volunteer Programme - OSCAs	70	81	82
V Programme	220	258	262
Total People	784	701	1,162
Facilities & Investment	295	423	414
NatWest Cricketforce	110	108	104
Club Strategy and Fundraising	42	30	51
Total Places	447	561	569
ACO			
Membership Income	(225)	(225)	(215)
Other Income	(100)	(111)	(120)
Salaries	242	207	248
Other costs	365	303	562
Men/Boys Competitions	516	620	565
MCCA	818	816	798
Premier League	458	383	415
Women's/Girls Competitions	478	557	400
Playing Support	20	3	18
Women and girls club costs	0	0	0
Volunteer costs	70	11	0
Events	0	75	0
Young Player: PRFP	25	0	0
Total Playing	2,385	2,468	2,079
County Board Support Costs	70	68	67
Waitrose Open Days/Roadshows	0	171	283
CRM and Play-Cricket Support	0	0	0
NSIT	310	275	127
League engagement strategy	245	188	260
CPR - Ethics and Compliance	827	803	27
CPR - Affiliated Clubs	59	37	581
Other ECB Funding	1,485	1,505	73
Total Policy	(25)	(37)	(36)
ECB/C/HMC Schools	5	11	20
Cricket Partnerships Salaries	2,013	2,311	2,159
Other Staff Expenses	205	230	202
Ethics and Compliance Salaries	375	349	396
Play-Cricket (Current Operating Costs)	140	264	187
Play-Cricket Development	150	328	722
South Asian Community Engagement	0	53	86
Recreational IT Support	368	424	251
CRB Case Management and Database	0	0	0
Kids at the wicket	0	0	0
Cricket Partnerships Total	8,640	9,379	9,429
ECB Payments to England & Wales Cricket Trust	2,000	2,104	1,942
Recreational Club Grant Scheme EWCT	0	0	0
Coach Subsidies for Courses	0	200	200
Community Coach Grants to Counties	6,596	3,180	3,033
County Board Funding	0	240	491
Emergency Fund	0	0	0
Pre Sport England Total	17,235	15,103	15,095
Sport England Grant	(4,315)	(4,915)	(3,682)
Less: County Board spend SE year to 31.03.13	0	0	0
Less: County Board spend SE year to 31.03.14	0	0	0
Less: County Board spend SE year to 31.03.15	0	0	2,998
Less: County Board spend SE year to 31.03.16	0	4,248	0
Less: Central Sport England Spend	865	649	684
Net of Sport England	13,789	15,086	15,095

	BUDGET 2015/16	FORECAST 2015/16	PY ACTUALS 2014/15
Coach Education Income	(27)	(33)	(47)
Coach Education Expenditure	497	497	770
Coaches Association Income	(400)	(325)	(320)
Coaches Association Expenditure	424	357	414
Volunteer Programme - OSCAs	70	92	82
V Programme	220	256	262
Total People	784	844	1,162
Facilities & Investment	295	390	414
NatWest Cricketforce	110	110	104
Club Strategy and Fundraising	42	42	51
Total Places	447	542	569
ACO			
Membership Income	(225)	(225)	(215)
Other Income	(100)	(88)	(120)
Salaries	242	206	248
Other costs	365	413	562
Men/Boys Competitions	516	594	565
MCCA	818	818	798
Premier League	458	458	415
Women's/Girls Competitions	478	400	282
Playing Support	20	20	18
Women and girls club costs	0	172	0
Volunteer costs	70	80	0
Events	0	75	0
Young Player: PRFP	25	0	0
Total Playing	2,385	2,617	2,079
County Board Support Costs	70	70	67
Waitrose Open Days/Roadshows	0	176	283
CRM and Play-Cricket Support	0	290	0
NSIT	310	260	127
League engagement strategy	245	245	27
CPR - Ethics and Compliance	827	827	581
CPR - Affiliated Clubs	59	59	73
Other ECB Funding	1,485	1,896	(36)
Total Policy	(25)	(30)	1,122
ECB/C/HMC Schools	5	5	20
Cricket Partnerships Salaries	2,013	2,153	2,159
Other Staff Expenses	205	205	202
Ethics and Compliance Salaries	375	375	396
Play-Cricket (Current Operating Costs)	140	140	187
Play-Cricket Development	150	350	722
South Asian Community Engagement	0	0	86
Recreational IT Support	368	368	251
CRB Case Management and Database	0	0	0
Kids at the wicket	0	0	0
Cricket Partnerships Total	8,640	9,977	9,429
ECB Payments to England & Wales Cricket Trust	2,000	2,000	1,942
Recreational Club Grant Scheme EWCT	0	0	0
Coach Subsidies for Courses	0	200	200
Community Coach Grants to Counties	6,596	3,149	3,033
County Board Funding	0	23	491
Emergency Fund	0	0	0
Pre Sport England Total	17,235	15,348	15,095
Sport England Grant	(4,315)	(4,315)	(3,682)
Less: County Board spend SE year to 31.03.13	0	0	0
Less: County Board spend SE year to 31.03.14	0	0	0
Less: County Board spend SE year to 31.03.15	0	0	2,998
Less: County Board spend SE year to 31.03.16	0	3,447	0
Less: Central Sport England Spend	865	868	684
Net of Sport England	13,789	15,349	15,095

6 SUCCESSFUL ENGLAND

England International Costs and Incoming Touring Team Costs

	YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015	BUDGET 2015/16	FORECAST 2015/16	PY ACTUALS 2014/15
Players costs	9,588	9,285	7,674	9,588	9,388	7,674
TEPP additional payment/pension provision	0	0	0	0	0	0
England Prize Money/Bonuses	2,801	2,841	1,108	2,801	2,973	1,108
Compensation to Counties	830	1,020	1,078	830	1,020	1,078
Team Management	1,928	2,983	2,708	1,928	2,719	2,708
England Lions	65	11	53	65	11	53
Incoming Tour Teams	1,430	1,234	1,397	1,430	1,259	1,397
Tour Guarantees Paid	1,863	1,969	2,164	1,863	1,969	2,164
Overseas Tour costs	1,384	1,111	623	1,384	1,384	623
Tour Guarantees Received	(1,744)	(682)	(1,504)	(1,744)	(682)	(1,504)
Ashes Contractual Commitments 2015	0	0	0	0	0	0
Insurance	230	(170)	5	230	(170)	5
Expenses and accommodation	1,004	1,111	1,180	1,004	222	195
Clothing and equipment	210	195	443	210	1,104	1,180
Other costs	235	213	267	235	210	443
	19,844	21,359	17,389	19,844	21,641	17,389
National Cricket Performance Centre	701	580	646	701	701	646
England Performance Programme	2,011	1,817	1,906	2,011	2,011	1,906
Loughborough Investment	842	928	1,095	842	842	1,095
Elite Coach Education	200	96	174	200	164	174
Sports Science & Medicine	865	825	933	865	865	933
Other salaries	2,152	2,463	1,780	2,152	2,402	1,780
England Performance Portal	239	257	243	239	256	243
	105	113	84	105	105	84
	7,114	7,049	6,661	7,114	7,345	6,661
	<u>26,957</u>	<u>28,408</u>	<u>24,250</u>	<u>26,957</u>	<u>28,966</u>	<u>24,250</u>

7 ENGLAND WOMEN

Player costs
Home Tour Costs
Away Tour Costs
Specialist Coaches
Academy
Management and Administration
Sports Science and Medicine

YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015
738	781	919
162	224	99
80	92	59
37	34	38
64	64	83
351	364	335
0	95	0
1,432	1,614	1,532
<u>1,432</u>	<u>1,614</u>	<u>1,532</u>

BUDGET 2015/16	FORECAST 2015/16	PY ACTUALS 2014/15
738	738	919
162	204	99
80	80	59
37	37	38
64	64	83
351	351	335
0	0	0
1,432	1,474	1,532
<u>1,432</u>	<u>1,474</u>	<u>1,532</u>

8 ENGLAND DISABILITIES

Blind
Deaf
Learning Disability
Physical Disability
Team Admin

YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015
109	109	41
49	35	35
86	76	55
44	40	68
198	214	225
486	473	424
<u>486</u>	<u>473</u>	<u>424</u>

BUDGET 2015/16	FORECAST 2015/16	PY ACTUALS 2014/15
109	109	41
49	49	35
86	86	55
44	44	68
198	198	225
486	486	424
<u>486</u>	<u>486</u>	<u>424</u>

9 ENGLAND WOMEN SUPER LEAGUE

Staffing
Facilities and Logistics
Commercial, Marketing and Media
Communications
Operations
Host Financial Support
Prize Money
Event Activation

YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
<u>0</u>	<u>0</u>	<u>0</u>

BUDGET 2015/16	FORECAST 2015/16	PY ACTUALS 2014/15
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
<u>0</u>	<u>0</u>	<u>0</u>

12 SUPPORT COSTS

Staff Remuneration, Pensions
FSS Deficit

Accommodation and subsistence

Travel

Car leasing and running costs

Medical costs

CEO box costs

Other costs

Office Accommodation & Expenses

Office rent and rates

Telephone & fax

Postage/Couriers

Printing & stationery

Insurance

General maintenance

Sundry

Legal

People

Recruitment

Training

Temporary Staff

Legal-Employment

Employee Engagement

Development

HR Systems and Benefits

Tax and Audit

Audit

Tax

VAT payment default

IT

Network, infrastructure and hosting

Consultants

Salaries/Temp Staff/Recruitment

Email and messaging operations

Development and implementation projects

Non-capital hardware, software and consumables

Maintenance

Administration

Committees, conferences & meetings

Professional Fees

Pension, facilities & other

Capital/depreciation (BWH)

7 lens CEO box
cost

	YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015	BUDGET 2015/16	FORECAST 2015/16	PY ACTUALS 2014/15
Staff Remuneration, Pensions	1,855	2,711	1,983	1,855	2,612	1,993
FSS Deficit	200	168	131	200	0	131
Accommodation and subsistence	239	266	237	239	239	237
Travel	242	279	239	242	280	239
Car leasing and running costs	698	804	773	688	775	773
Medical costs	280	247	196	280	280	196
CEO box costs	120	120	107	120	120	107
Other costs	13	9	7	13	13	7
	1,591	1,726	1,559	1,591	1,706	1,559
Office Accommodation & Expenses						
Office rent and rates	486	506	486	486	486	486
Telephone & fax	228	201	287	228	188	287
Postage/Couriers	92	56	58	92	92	58
Printing & stationery	93	70	66	93	93	66
Insurance	639	718	523	639	700	523
General maintenance	92	104	76	92	92	76
Sundry	120	198	204	120	181	204
	1,749	1,853	1,699	1,749	1,831	1,699
Legal	385	712	491	385	675	491
People						
Recruitment	30	164	188	30	175	188
Training	79	95	94	79	90	94
Temporary Staff	5	15	56	5	25	56
Legal-Employment	25	88	97	25	105	97
Employee Engagement	23	16	12	23	23	12
Development	68	51	36	68	68	36
HR Systems and Benefits	24	34	14	24	24	14
	254	463	497	254	510	497
Tax and Audit						
Audit	60	59	62	60	60	62
Tax	80	19	47	80	80	47
VAT payment default	0	107	0	0	105	0
	140	185	109	140	246	109
IT						
Network, infrastructure and hosting	136	156	114	136	136	114
Consultants	15	31	36	15	35	36
Salaries/Temp Staff/Recruitment	670	526	433	670	522	433
Email and messaging operations	314	447	399	314	394	399
Development and implementation projects	20	34	50	20	50	50
Non-capital hardware, software and consumables	178	311	470	178	353	470
Maintenance	21	24	9	21	21	9
	1,353	1,530	1,510	1,353	1,510	1,510
Administration						
Committees, conferences & meetings	204	195	172	204	204	172
Professional Fees	272	245	482	272	272	482
Pension, facilities & other	33	18	21	33	18	21
Capital/depreciation (BWH)	8,036	9,807	8,666	8,036	9,584	8,666

13 ICC NET(EXPENDITURE/INCOME)

	BUDGET 2015/16	FORECAST 2015/16	PY ACTUALS 2014/15
Profit in Dubai subsidiary	5,569	6,902	5,065
ICC Subscriptions	(80)	(97)	(36)
ICC Events- Hosting Income	0	0	0
ICC Events- Costs	(404)	(254)	(241)
World Cup Revenue	0	17	0
World Cup Costs	0	0	(20)
	<u>5,085</u>	<u>6,568</u>	<u>4,769</u>

	YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015
Profit in Dubai subsidiary	5,569	6,902	5,065
ICC Subscriptions	(80)	(100)	(36)
ICC Events- Hosting Income	0	0	0
ICC Events- Costs	(404)	(258)	(241)
World Cup Revenue	0	33	0
World Cup Costs	0	0	(20)
	<u>5,085</u>	<u>6,577</u>	<u>4,769</u>

14 CHAMPIONS LEAGUE

	BUDGET 2015/16	FORECAST 2015/16	PY ACTUALS 2014/15
Champions League Revenue	0	0	0
Payment to participants	0	0	0
Unused accrual	0	0	0
Reversal of provision for doubtful debtors	0	0	0
Provision for doubtful debtors	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>

	YTD Budget JANUARY 2016	YTD Actuals JANUARY 2016	YTD Actuals JANUARY 2015
Champions League Revenue	0	0	0
Payment to participants	0	0	0
Unused accrual	0	0	0
Reversal of provision for doubtful debtors	0	0	0
Provision for doubtful debtors	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>