

This Time Last Year

Due to relegation to the National League, Central Revenue has been decreasing year on year from c£2.5m in League 1 (at the time) to c£125k for the 2024/25 season from the National League.

While wider overheads have been reduced where possible, Football Costs (Player/Staff Salaries, Travel, Medical, Training Costs etc.) haven't fallen at the same rates, and as such operating losses at the club had increased to c£1m for the 2023/24 season.

In prior years the club has been fortunate enough to have received significant transfer receipts and/or "cup run" revenue that had plugged This shortfall, however as/when this dried up, the club in a supporter owned model, was unable to cover the increased losses.

As a result of the Ogden Families initial £2m investment into the club via new Ordinary A Shares in May 2024, the club has been able to:

- Clear the historic creditor balances that were threatening the club
- Fully finance and expand the 2024/25 playing budget
- Fund long term capital projects both at the stadium (i.e. solar) and the wider borough through the Community Trust and reformed Dale Futures
- Recruit & retain a quality executive team (AD, GD, CG) to both run the club on a day-day basis, but also to support the 3-year plan with their experience within the PL and EFL environments.



Review of 2024/25 Season

Revenue down c15%

With this being the 2nd Year in the ELF, the reduction in Central Distributions (50%), and a similarly significant reduction in funding associated with the Academy provision associated with the downgrade to CAT and not being able to run at National League level.

Some smaller contingent payments have been received with respect to player transfers, however down on prior years

Additional revenue from FA Trophy run (ticket & prize money), but with added associated costs, player bonuses etc., essentially broke even. Similarly with the NL Cup, with the reduced entry prices, games were breakeven, but benefit from additional centre funding and game time for squad players

Average Revenue per Fan (Match Day)	£15.69
Average Revenue per Fan (Match Day [Saturday])	£16.49
Average Revenue per Fan (Match Day [MidWeek])	£14.44

Average Profit per Fan (Match Day)	£12.42
Average Profit per Fan (Match Day [Saturday])	£13.33
Average Profit per Fan (Match Day [MidWeek])	£11.02

Hospitality – Breakeven / 2% loss

Kiosks – Club Receive a 15% kick back on spend

Bars – 55% margin on drinks; Cost of Staff, wastage etc., reduces profit thereafter to c20%

First Team Costs up c35%

Competitive playing budget; brought players in on multi year (or option deals) and retained existing key players to give spin of team to build on

Overheads up c7%

Steady growth of back of house and club infrastructure to support a sustainable management of the "business". General overheads currently running at c£800,500 p.a., which are the "hidden" costs of running the club.

Capital Infrastructure Projects

- c£75k remedial pitch repairs (centre circle) mid season [in addition to offseason works]
- c£30k invested in new translucent pitch covers for the whole pitch
- c£125k investment in solar panels on the main stand

Budget for 2025/26 Season

Further Reduction in Revenue

With a complete end to the EFL Central Distributions, the Clubs principal sources of revenue are now ticket sales and sponsorship, of which due to the nature of season ticket renewals and sponsorship agreements, sees 50% of the annual revenue received before the season starts. As such, driving matchday attendances and seeking alternate uses around the ground become paramount to drive a revenue growth.

First Team Costs

Despite the above, as part of the 3 year plan, and desire to return to the EFL, the playing budget continues to be supplemented support player signings, facilities, back room support etc.

The National League announced at the AGM this year that they are implementing Salary Cost Protocol Management (SCMP) in with the EFL guidelines/restrictions as part of their wider push for 3Up/3Down. While this isn't being enforced this season (2025/26) it will be in full effect from 2026/27; Based on our current funding and management policies, we should be within regulations, but this may see an unintended consequence of some teams without backing struggling to progress, and others with unlimited funds, abusing the system.

Wider Investment

The club are also committed to widening the reach of its resources as noted in the recent communications with respect to the introduction of the U9+ Development Centres and desire to provide additional support to the Women's Team such that both the Youth and Senior teams can be mirrored.

We are also reviewing potential works and/or improvements in and around the ground that can improve not just the match day experience, but to allow the Crown Oil to be a year-round asset, which is one of the areas the CAB's involvement will be key.

Funding

The shortfall for the current year, and further investment required is north of £2m for the season ahead. This excludes exceptional items such as player trading, stadium development work, training ground resources etc.

This obviously leads to a balancing act between what can be done and what everyone would like to be done, and given the nature of day-to-day decisions that make up that "loss", there may be some things done/not done that seem pedantic, but are part of wider, unavoidable cost controls.

