

Company No: 3070670

THE NATIONAL FOOTBALL MUSEUM

**TRUSTEES' REPORT AND
CONSOLIDATED ACCOUNTS**

FOR THE PERIOD ENDED

31 MARCH 2011

Charity Number 1050792



THE NATIONAL FOOTBALL MUSEUM

ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

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THE NATIONAL FOOTBALL MUSEUM

COMPANY INFORMATION

Chairman	Mr P Dermody
Trustees	Mr F Ali Councillor M Amesbury Mr S Barker Sir H Bernstein Professor S J Broomhead Mr P Dermody Ms M Digby Mr J Farquharson Mr A McNee Mr C Memmott Sir H Newby Mr I Penrose Ms M Stevenson Ms V S Rosin Mr G Thompson
Secretary	Mr D Martland
Registered office	Urbis Cathedral Gardens Manchester M4 3BG
Company number	3070670
Charity number	1050792
Auditor	Moore and Smalley LLP Chartered Accountants & Registered Auditor Richard House Winckley Square Preston PR1 3HP
Bankers	HSBC Bank Plc 49a Fishergate Preston PR1 8BQ
Solicitors	Brabners Chaffe Street 7-8 Chapel Street Preston PR1 8AN

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

The Trustees, who are also Directors for the purpose of the Companies Act, have pleasure in presenting their report and the accounts of the charity for the period from 1 July 2010 to 31 March 2011

Legal status

The Museum is a charitable company limited by guarantee with registered charity number 1050792 and company number 3070670. Not having a share capital, the Museum is governed by its Memorandum and Articles of Association dated 31 October 1996.

Current position

In November 2009 the trustees of NFM agreed to enter into an exciting new partnership with Manchester City Council. This partnership guarantees the long term future of the National Football Museum in the North West and a world-class new public face of the Museum will open in the Urbis building in Manchester in early 2012. This will be a major new visitor attraction for the City of Manchester and the region and will open up the collection to a much wider audience.

Objectives and activities of the Museum

The objectives and activities of the Museum are summarised by the following

Why does the Museum exist?

The National Football Museum exists to explain how and why football has become "the people's game", a key part of England's heritage and way of life. It also aims to explain why England is the home of football, the birthplace of the world's most popular sport.

Who is the Museum for?

The Museum is for everyone, football fans and non-fans alike. People without a keen interest in football will enjoy finding out why so many people are so passionate about the game.

How does the Museum achieve its goals?

The Museum seeks to achieve these by undertaking the following seven key aims

Developing the finest and most significant collection of objects and associated evidence connected with the development of football around the world

Protecting this important part of our cultural heritage for the benefit of all, both now and in the future

Researching the collection to explain how and why football has become the most popular sport in the world

Interpreting the collection in an entertaining and informative way, primarily through exhibitions, events and publications

Providing a range of educational opportunities based on the collection, for learners of all ages and levels of attainment

Satisfying customers with a level of visitor care which exceeds their expectations

Managing our resources effectively and creatively, to be innovative and to continue to improve the services we offer

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Objectives and activities of the Museum (cont)

A National and International Museum

The National Football Museum is the leading football museum in the world, holding the *world's* finest collection of football artefacts, including the FIFA Collection

England was the birthplace of the modern professional game of football, the world's most popular sport. Football is an important part of England's heritage, its people's way of life and sense of identity. The National Football Museum collects, preserves and interprets this unique heritage for the public benefit.

The Museum operates to the highest professional museum standards and has achieved National Museum Accreditation Status with the Museums, Libraries and Archives Council (MLA), the Government body that promotes standards in the museums, libraries and archives sector in the UK. MLA's responsibilities will now be managed by Arts Council England.

The Museum is recognised by the major national and international football bodies as the national museum of football for England. There is a Scottish Football Museum and a national collection has been established in Wales.

The Museum is a pioneer in terms of learning and social inclusion, reaching out to new audiences, and addressing the needs of disadvantaged sections of the community.

The National Football Museum has a national and international remit. The Museum has reached an audience of over two million people, through holding or contributing to over fifty exhibitions across the UK and over twenty-five overseas. In the UK this has included the Museum's highly successful touring exhibition, *Saved for the Nation: The Story of the FA Cup*, which has as its centrepiece the oldest surviving FA Cup trophy, which was used from 1896 to 1910 and is on loan to the Museum from Mr David Gold. Overseas exhibitions have included displays in France, Belgium, Germany, Portugal, Switzerland, Japan, Hong Kong, Austria, Turkey, Finland and Brazil.

The National Football Museum has advised many current and planned football club museums in England and a number of club museums overseas. We have also advised the projects to establish national football museums in Spain, the Netherlands, Germany, Brazil, Japan, Korea and Uruguay, which are supported by the football associations in each country. In addition, we have advised and worked in partnership with the Scottish Football Museum and the Welsh Football Collection, which is held by Wrexham County Borough Museum. The Museum has developed strong partnerships with the Everton Collection Charitable Trust, the Homes of Football, the Neville Evans Collection and the Priory Collection. The Museum will continue to work closely with the football club museums in England, such as those at Liverpool, Arsenal, Manchester United and Manchester City.

The President of the Museum is Sir Bobby Charlton. The Vice Presidents are Sir Alex Ferguson, Sir Tom Finney, Sir Trevor Brooking and Sir Geoff Hurst.

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Benefit to the Public

During this interim period while the museum prepares the new attraction due to open in Manchester in 2012, NFM's Preston site is continuing to operate as the collection storage and research facility. Access to the collections in storage will continue to be provided on request to researchers and members of the public. The Museum will in addition retain its research partnership with the University of Central Lancashire (uclan), the International Football Institute (IFI).

Through its objectives and activities the Museum provides a wide range of benefits to the general public. By developing the finest and most significant collection of objects and associated evidence connected with the development of football around the world, the Museum creates a unique resource, of benefit not just to all in society today, but also for future generations. In protecting this important part of our cultural heritage for the benefit of all, both now and in the future, the Museum provides a unique and long-lasting public benefit. By researching the collection to explain how and why football has become the most popular sport in the world, the Museum makes an important contribution to human knowledge. In interpreting the collection in an entertaining and informative way, primarily through exhibitions, events and publications, the Museum contributes to the public understanding, appreciation and enjoyment of the game of football, its history, and its role in society. In providing a range of educational opportunities based on the collection, for learners of all ages and levels of attainment, the Museum makes a powerful contribution to education and social inclusion. By satisfying customers with a level of visitor care which exceeds their expectations, the Museum provides an outstanding experience for its visitors. By managing our resources effectively and creatively, to be innovative and to continue to improve the services we offer, the Museum provides outstanding value for money for the public and private investment which is made each year in the Museum.

Organisation/management of the Museum

The Trustees meet four times per year. Reports from the Director are submitted to, and discussed at, each of these meetings. New Trustees can be appointed by ordinary resolution at these meetings. Trustees are appointed for a period of three years. Trustees can be reappointed.

The Trustees of the Museum are selected according to their skills and knowledge in order to aid the management of the Museum.

The current Trustees are detailed on page 1. The Trustees who served during the period are set out on the next page.

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Organisation/management of the Museum (continued)

Name	Date of Appointment	Date of Retirement
Ms M Stevenson	1 November 2003	AGM 2013
Mr P Dermody	1 July 2004	AGM 2013
Mr S Barker	2 July 2009	AGM 2012
Mr A McNee	20 July 2005	AGM 2012
Ms M Digby	20 July 2005	AGM 2012
Mr J Farquharson	7 November 2005	AGM 2012
Mr F Ali	26 March 2007	AGM 2013
Mr C Memmott	16 November 2007	AGM 2013
Mr I Penrose	16 November 2007	AGM 2013
Mr G Thompson	16 November 2007	AGM 2013
Sir Howard Newby	14 July 2008	AGM 2012
Sir Howard Bernstein	9 June 2010	AGM 2013
Councillor M Amesbury	9 June 2010	AGM 2013
Mr S Mycio	9 June 2010	9 June 2011
Professor S J Broomhead	9 June 2011	AGM 2014
Ms V S Rosin	9 June 2011	AGM 2014
Mr S Mycio resigned as trustee on the 9 June 2011		

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Business review

Introduction

This has been a very important year in the development of the National Football Museum (NFM). Excellent progress has been made in the development of the new National Football Museum in the heart of Manchester's city centre. In November 2009 the trustees of NFM agreed to enter into an exciting new partnership with Manchester City Council (MCC). This partnership guarantees the long term future of the National Football Museum in the North West and a world-class new public face of the Museum will open in the Urbis building in Manchester in 2012. This will be a major new visitor attraction for the City of Manchester and the region and will open up the collection to a much wider audience.

The revenue funding provided by Manchester City Council will be £2 million p a for a minimum ten-year period, with MCC also undertaking to separately fund the maintenance of the Urbis building. Manchester City Council has also underwritten the £8.5 million capital funding required to create the National Football Museum at Urbis.

NFM's Preston site is continuing to operate as the collection storage and research facility. Access to the collections in storage will continue to be provided on request to researchers and members of the public. The Museum will in addition retain its research partnership with the University of Central Lancashire (uclan), the International Football Institute (IFI).

The Museum will build on the success achieved to date, further developing the world's greatest football collection, and take the collection to an even wider audience across the country. The Museum will further develop its highly successful Hall of Fame and in addition will also expand and develop its groundbreaking learning and social inclusion programmes, which use the power of football to reach and help all our communities. To achieve this, the Museum will build on the partnerships developed with member companies of the North West Business Leadership Team (NWBLT), which began through NFM being awarded the Lever Prize in 2009.

The Museum can now maximise its partnership with Stuart Clarke's *Homes of Football*, the greatest collection of photographs of football fandom of the past twenty years, consisting of over 100,000 images.

The Museum is now in a strong position to contribute to the celebration of the Olympic and Paralympic Games in 2012. The Museum will also continue to develop its international profile, through its long-standing highly successful partnership working with FIFA and UEFA. The Museum was honoured that Sir Geoff Hurst accepted an invitation to become a Vice President.

Stakeholders

The support of a range of organisations and individuals has been, and will continue to be, vital to the achievement of the Museum's unique mission. The Museum works in close partnership with a wide range of organizations, from local and regional, to national and international bodies. These include community groups, heritage organisations, tourism bodies, football organizations, businesses and universities.

Through the new partnership, Manchester City Council is the key stakeholder for NFM. The partnership with MCC has secured the Museum's future and will ensure NFM will prosper and fulfill its outstanding potential.

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Business review (continued)

An interim grant from MCC is funding NFM's staff and organisational costs, including the costs of operating the Preston site as a storage and research facility. Savings within budget have been found for the latter through efficiencies in the utility and service contract costs.

Endorsement by the key national and international football bodies including FIFA, UEFA, The Football Association, the Premier League, the Football League, the Professional Footballers' Association (PFA), League Managers Association and the Football Foundation is of great importance, in providing credibility for the Museum within all areas of the game. The Museum seeks to continue to work in partnership with these organisations to preserve football's heritage.

The Northwest Regional Development Agency (NWDA) has been a vital partner for the Museum. NWDA has provided support for the development of the Museum of over £2.6 million. The continued support of the NWDA and its successor bodies will be vital to the Museum's future development.

The support of the local and regional community is also vital to any museum, even one which is of national significance and scope. The Museum will continue to benefit greatly from the partnerships developed with a wide range of local and regional organisations, developing in particular new partnerships in Manchester. The National Football Museum exists for the public benefit, and is the people's museum of the people's game.

The National Football Museum has been working in very close partnership with FIFA since 1997, when FIFA decided that the National Football Museum would be the most appropriate place in the world to permanently house the FIFA Collection. The Museum purchased the FIFA Collection from FIFA, with grant funding from the Heritage Lottery Fund (HLF) and the NWDA. FIFA provided funding so that the National Football Museum could purchase the world's finest collection of football books, which is known as the FIFA Book Collection. With the support of FIFA, items for the FIFA Collection have featured in over 25 exhibitions around the world, including during the 1998, 2002, 2006 and 2010 FIFA World Cup Finals.

Since 2003 the National Football Museum has developed a very close working relationship with UEFA. UEFA has worked in partnership with the Museum on the *Only a Game?* touring exhibition, in England, Belgium, Turkey and Finland.

The Museum continued to benefit greatly from the contributions of a team of highly skilled and committed volunteers, of all ages and backgrounds.

The Department for Culture, Media and Sport (DCMS) has confirmed that NFM's funding will not be renewed after 31 March 2011. This is part of the decision by DCMS to no longer fund what it considers 'non-national museums'. While NFM has national museum accreditation status with the Museums, Libraries and Archives Council (MLA), it is not a national museum by Act of Parliament.

Unlike the other seven museums affected, NFM's funding was cut from 1 April 2011. NFM's reward for finding a solution to its funding issues has been for its funding to be cut four years before the other museums affected. DCMS has been advised that this could affect the museum's services across the country, especially touring exhibitions and learning and community services.

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Business review (continued)

NFM originally found out about this decision in the media DCMS has apologised profusely for what officials have described as a 'catastrophic' failure of communication on its part

Director Kevin Moore was invited to be on the panel of judges for the Lever Prize 2011, which is awarded each year by the North West Business Leadership Team (NWBLT) to an arts organisation of national and international significance in the region NFM was awarded the Lever Prize in 2009

Key Achievements

Key achievements in the period from 1 July 2010 to 31 March 2011 included

1 The new National Football Museum

Making excellent progress in the development of the new National Football Museum in Manchester, due to open in 2012

2 Collections

Continuing to develop the world's finest collection of football artefacts, including the FIFA Collection

3 Research

Making an important contribution to football research through the International Football Institute (IFI)

4 Exhibitions

Holding or contributing to major exhibitions across the country and overseas

5 Hall of Fame

Developing the National Football Museum Hall of Fame

6 Learning and Community

Continuing to develop a range of ground-breaking learning and community initiatives

1. The new National Football Museum

Working with Manchester City Council, the NFM team has made excellent progress in the development of the new National Football Museum, due to open in 2012

The capital project to create the National Football Museum at Urbis is being managed by Manchester City Council on behalf of the National Football Museum A Project Board has been established with representatives from MCC and the Chairs of NFM and the Millennium Quarter Trust (MQT)

NFM worked with Manchester City Council on its application for just under £4 million grant funding from the European Regional Development Fund (ERDF) towards the total capital cost of the project of £8.5 million This funding has been secured

The NFM team have worked very closely and productively with the exhibition designers for the project, Mather and Co, to enable Mather to develop an exciting vision for the displays and other visitor facilities

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Business review (continued)

Further excellent progress has subsequently been made in the development of the world class new displays. The designs have been tested through extensive research with a wide range of target audiences, and the reaction has been overwhelmingly positive. The new Museum will be more than twice the size of the Museum in Preston, occupying all of the Urbis building.

With the support of Manchester City Council and specialist visitor attractions consultants Locum Consulting, a detailed business plan has been developed, namely *National Football Museum at Urbis Business Plan, April 2011 – March 2016*.

Michele Somers joined the team in January 2011 as Head of Commercial Development. Michele is developing an exciting, high quality and highly profitable commercial offer for the new Museum. A *Commercial Plan, April 2011- March 2012* has been developed and approved by the trustees.

Introductions have been made to key partners, colleagues and associates in the city and to other museums, arts, and business organisations including Marketing Manchester and MCC. The NFM is now a member of the Manchester Chamber of Commerce and Arts and Business UK. Networking opportunities within Manchester are being established to widen the exposure of the NFM to the business community.

Plans and presentations are being created to enable us to strategically target our potential sponsors with a structured offering and clear, detailed benefits package. A dedicated sponsorship specialist has been recruited to join the commercial team.

Following a lengthy and detailed process the catering facilities within the National Football Museum have been outsourced to The Crown Group, trading as 'Kudos', on a 6 year contract. The deal will include the running of:

The cafe area – 40 cover indoor area and 30 cover outdoor
Restaurant – 80 covers and separate bar area
Corporate events – a number of events of 250 covers

Crown Group is one of the hospitality industry's leading independently owned groups of companies, and is in the unique position of strong financial stability, remaining solidly independent and privately owned.

A *Marketing and Communications Strategy 2011- 2013* has been developed and approved by Trustees. Through a series of workshops with staff and key stakeholders the Museum has explored and honed its brand, and, a Manchester based agency, Music, has developed a new brand identity for the Museum. Wonder has been appointed to develop a new website for the Museum and Brazen has been appointed as NFM's PR agency. The Museum produces a regular e-newsletter to update key stakeholders.

A great deal of work has been undertaken in terms of HR, including the recruitment and selection of 12 new members of staff, plus 11 recruited internally. NFM's HR Policies and Procedures have been fully revised, work is in progress on the Employee Handbook, Induction Process and Customer Service Programme, and the Pre-Opening Calendar has been drafted, including the recruitment strategy and training plan.

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Business review (continued)

2. The World's Finest Football Collections

The National Football Museum has continued to develop, preserve and document the world's finest collections relating to the history of football. This now consists of over 140,000 items. Each day brings the offer of new artefacts for the Museum's collections. The Museum continues to collect historical items, and also collects material relating to football today, for the benefit of future generations.

Nationally renowned photographer of football fandom Stuart Clarke has transferred his *Homes of Football* collection of more than 100,000 images to NFM under a 10 year loan agreement. The archive forms an unparalleled artistic record of English fans over the last 20 years. Under the agreement NFM will work with Clarke to document the collection in return for which key images will be available for use in the new galleries at Urbis and for joint commercial ventures. A retrospective exhibition of Clarke's work will be part of NFM's temporary exhibition programme.

We are delighted to have secured the UEFA Library Collection of over 8,500 football books. This is a major addition to our collections, and further strengthens our existing longstanding partnership with UEFA. We have acquired the collection with the International Centre for Sports History and Culture (ICSHC) at De Montfort University, the world's leading centre of its kind. This will also therefore strengthen our existing partnership working with the ICSHC. We will be working with UEFA and the ICSHC to develop research projects based on the UEFA Library Collection.

The PFA has agreed to loan a number of key items from its collection for display in the new museum including the Victoria Cross awarded to footballer Donald Bell. Second Lieutenant Donald Bell stormed a German machine gun post in the First World War. Bell, who played for Bishop Auckland, Newcastle United and Bradford Park Avenue, is the only professional footballer to win the Victoria Cross. The PFA is also loaning an FA Cup medal awarded to a member of the winning Wanderers team in the very first FA Cup Final, held in 1872.

Inductees from the Museum's Hall of Fame are loaning key items for the displays, including Museum Vice President Sir Trevor Brooking, Colin Bell and Dario Gradi.

Thanks to funding from Sportech Plc, which owns The Football Pools, the Museum is cataloguing and conserving the *Kicking and Screaming* archive, the most important film archive on the history of English football. The *Kicking and Screaming* archive is a unique collection of over 200 hours of interviews that was the basis for the 1995 BBC television series of the same name. The project will see the VHS tapes transferred into a digital format and a database will be compiled to enhance research access and use in future exhibitions. Highlights of the archive will be a key feature in the new Museum.

A crush barrier from Chesterfield's old ground, Saltergate, has been donated to NFM. We were made aware of this by Simon Inglis, author of the classic book *The Football Grounds of Great Britain* and the leading authority on the design of football stadiums. This barrier is of the design patented by the famous architect of football grounds, Archibald Leitch, in 1906. The barrier we collected was erected in the 1930s and few, if any, of this type still remain.

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Business review (continued)

NFM has accepted an offer from Manchester Metropolitan University (MMU) to receive its fanzine archive of about 1,000 fanzines from clubs all over the country, with associated documentation

The Museum has also secured items relating to the greatest women's football team in the world in the 1920s, the Dick, Kerr Ladies of Preston

3. Research

The International Football Institute (IFI), the Museum's research partnership with the University of Central Lancashire, has continued to make excellent progress. Based at the Museum and the University, IFI undertakes research on all aspects of football and makes this research available to the widest possible audience. IFI has produced over fifty publications to date. IFI is headed by Professor John Hughson. Three PhD studentships are being co-supervised by Professor Hughson and the Museum's Director, Kevin Moore. The Museum also has strong research links with the International Centre for Sports History and Culture at De Montfort University. Outputs this year included a number of major publications and conference presentations. NFM Collections Officer Alex Jackson has been awarded his PhD, which was based on a study of NFM's collections.

Director Kevin Moore spoke at the University of Cambridge on "Football in British history" as part of the University's Public and Popular History seminar series. Kevin Moore was also one of the three keynote speakers, and the only one from overseas, at the Australian Society for Sports History Biennial Conference. He has also contributed a Preface to a volume of essays by leading academic historians, edited by Dr Murray Phillips, on the relation between sports museums and sports historians, and the Foreword to a new book on the founder of the Football League, William McGregor.

4. Exhibitions

The Museum's highly successful touring exhibition, *Saved For the Nation: The Story of the FA Cup*, continued its nationwide tour, to the Museum of Museums at the Trafford Centre, Greater Manchester. The exhibition is based around the oldest surviving FA Cup, which was 'saved for the nation' by David Gold, chairman of West Ham United. Mr Gold purchased the trophy, which was the FA Cup from 1896 and 1910, at auction in 2005 and since then the trophy has alternated between being on display at the National Football Museum and travelling around the country with the exhibition. NFM was awarded £40,000 by the Foundation for Sport and the Arts to fund the installation of the Everton Collection Charitable Trust's exhibition *Everlution* alongside NFM's FA Cup touring exhibition *Saved for the Nation* at the Museum of Museums.

NFM continues to operate touring exhibitions worldwide. In January 2011 UEFA's exhibition *Only a Game?*, developed in partnership with NFM, continued its European tour, at the 2011 European Capital of Culture, Turku in Finland, having previously appeared in Brussels in 2007, Liverpool in 2008/09 and Istanbul in 2010. The exhibition was opened by UEFA President Michel Platini.

During the year NFM also loaned items to a further twenty exhibitions and events across the UK and overseas, including at the Scottish National Portrait Gallery, and a major exhibition in Paris, in association with FIFA, during the 2010 FIFA World Cup in South Africa.

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The National Football Museum was a founder member of the Sports Heritage Network (SHN), the organization for the UK's sports museums and heritage organizations, which is chaired by NFM's Director Kevin Moore. SHN is a partnership of all the major UK sports museums, and is recognised by the Museum Libraries and Archives Council (MLA) as a Specialist Subject Network (SSN).

SHN has developed *Our Sporting Life*, a four-year celebration and exploration of the UK's unique sporting heritage, in the build up to the London 2012 Olympic and Paralympics, involving thousands of people across the country in gathering memories and artefacts, and organising exhibitions and events. *Our Sporting Life* has been awarded the Inspire mark by LOCOG. MLA has shown a great deal of interest in *Our Sporting Life* and has provided funding support for the second phase, which is creating community exhibitions of local sporting heritage at around 115 museums and other community venues across the country, from Cornwall to Northumberland. Over 100 sports clubs and associations have been directly involved in the 17 exhibitions held to date, which have attracted over 100,000 visitors. Further details can be found at the dedicated website, www.oursportinglife.co.uk. NFM has secured grant funding to hold an *Our Sporting Life* exhibition in 2012, which will be curated by local young people.

5. Hall of Fame

The National Football Museum launched the National Football Museum Hall of Fame in 2002, to celebrate the greatest players and managers of all time in English Football. The Museum recognised that an English football hall of fame had been overdue. The achievements of many of the stars of the game had not been recognised as fully as they could have been during their lifetime.

To select those 'legends' from over a century of football's history to be inducted into the National Football Museum Hall of Fame, the Museum put together a selection panel of some of the greatest names in the game, including the President of the Museum Sir Bobby Charlton and the Museum's Vice Presidents, Sir Alex Ferguson, Sir Tom Finney, Sir Trevor Brooking and Sir Geoff Hurst.

The National Football Museum Hall of Fame annual award ceremonies are attended by a glittering array of star guests and attract substantial media coverage, making them one of the outstanding events in the English football calendar.

The selection criteria for inclusion in the National Football Museum Hall of Fame are as follows: a manager or player must have managed or played in England for at least five seasons. Players must have either retired from playing, or be over the age of 30. Inductees are then selected from a list of eligible nominees, through the votes (by secret ballot) of the selection panel.

A Hall of Fame Gallery celebrating these legends of the game will be a centrepiece of the new National Football Museum.

The Museum's Hall of Fame event on 23 September 2010 at the Hilton Hotel, Manchester proved to be a great success. It was attended by over 350 guests and attracted sponsorship from the PFA, Edmundson Electrical and Optimum. There were a host of VIP guests from football, past and present. The awards comprised

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Players

- Charles Buchan (presented by Jimmy Montgomery)
- Ian Callaghan (presented by Roger Hunt)
- Ray Clemence (presented by Phil Thompson and Mark Lawrenson)
- Johnny Giles (collected by his brother-in-law, Nobby Stiles)
- Francis Lee (presented by Cllr Mike Amesbury, Manchester City Council and Mike Summerbee)
- Alf Ramsey (collected by George Cohen)
- Clem Stephenson (collected by Andy Booth)
- Brenda Sempare (presented by Sue Lopez)

Special Awards

- Graham Taylor (Football Foundation Community Champion, presented by Paul Thorogood)
- George Ferguson (FA Football for All – disability football, presented by the FA's Head of Disability Football, Jeff Davis)
- Jimmy Hill (Life Time Achievement – collected by Gordon Taylor)

Managers

- Harry Catterick (presented by David Moyes)

Thierry Henry was presented with his Hall of Fame award at an event in London on 18 January 2011. Thierry Henry's guests included team mates Robert Pires, Nigel Winterburn, Lee Dixon, Martin Keown, Ray Parlour and Freddy Ljungberg and Arsenal favourite Bob Wilson. TV presenter and Arsenal fan, Dara O'Briain, also attended. The evening was a great success and exceptionally well received. As this was an event supported by the PFA, the 50th anniversary of the end of the maximum wage was also commemorated. The event was sponsored by Manchester based company, Kitbag.

6. Learning and Community

The National Football Museum is breaking new ground in bringing new audiences to museums, and ensuring that access is provided to *all* in society. The National Football Museum offers a wide range of learning and community services for learners all ages and levels of attainment, both regionally and nationally. The Museum has continued to target disadvantaged youngsters through its social inclusion projects.

Streetspeak is a project funded by the Football Foundation and the Arts Council, which uses poetry to improve the literacy skills of young people, particularly those from disadvantaged backgrounds. *Streetspeak* is a three-year project, in which participants are involved in a programme of performance poetry workshops, producing new pieces of poetry with a football theme. It will culminate in the creation of on-line learning resources, a film, an exhibition at the National Football Museum and a performance of newly commissioned work by poets and community participants. 800 young people will be involved in the project. Working with Manchester City Council, the *Streetspeak* project is now engaging with youngsters in the city.

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As part of this scheme NFM has engaged with the AQA Examination Board Assessor concerning the Unit Award Certificates for participants. NFM's Head of Learning Peter Evans has written a specific Unit and become an AQA Examination Officer, to enable youngsters to gain a certificate through the project, to help raise their self esteem and encourage them to go on to further formal training. In many cases this is the first certificate these young people have ever been awarded.

The Oglesby Charitable Trust is funding a new NFM numeracy project, *Footie Plus*, which is based on the success of NFM's *Streetspeak* literacy project. *Footie Plus* will work with socially disadvantaged young people, using their interest in and knowledge of football to give them confidence to develop their maths skills. The Trust is contributing £45,000 towards a total project cost of £75,000.

The National Football Museum, in partnership with Chelsea FC, sponsored the fifth annual *Football For All* festival this year. This is now the biggest disability football tournament in the country for young people, involving over 600 players from over 30 colleges nationwide. This year one of the key venues was Manchester College. Tournaments were also held in London, Belfast and Barcelona.

As a part of building links with museums in Manchester and raising NFM's profile in the city, NFM has run outreach sessions as part of the Science Festival on Cathedral Gardens and during the summer holidays at MOSI. Excellent partnerships are being developed with other museums and cultural institutions in the city.

Future Plans

The partnership with Manchester City Council guarantees the long term future of the National Football Museum in the North West and that an exciting new public face of the Museum will open in the Urbis building in Manchester in early 2012. This will be a major new visitor attraction for the City of Manchester and the region and will open up the collection to a much wider audience.

The Museum will build on the success achieved to date, further developing the world's greatest football collection, and take the collection to an even wider audience across the country. NFM will also expand and develop its groundbreaking learning and social inclusion programmes, which use the power of football to reach and help all our communities. To achieve this, the Museum will build on the partnerships developed with member companies of the North West Business Leadership Team (NWBLT), which began through being awarded the Lever Prize in 2009.

The Museum is now in a strong position to contribute to the celebration of the Olympic and Paralympic Games in 2012. The Museum will also continue to develop its international profile through its long-standing highly successful partnership working with FIFA and UEFA.

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

Financial review

General

The Financial statements for the Museum for the period ending 31st March 2011 highlight the continuing transitional arrangements of the move of the National Football Museum from Preston to Manchester. Manchester City Council will continue with direct grant funding arrangement through to March 2012 pending completion of the long term funding arrangements. The Museum continued to generate some commercial income throughout the period.

Detailed

Total unrestricted income generated within the year was £866,339 of which £755,525 was received from MCC, and £78,839 from DCMS. The Museum met the balance of expenditure through small grants from other public bodies, and through small amounts of trading and charitable activities. Following the move to Manchester staffing costs were kept to a minimum throughout the period.

Accounts Structure

The accounting year end has now been altered to March 31st to bring us in line with Manchester City Council and most other major institutions. The format of the accounts has been changed over recent years to reflect the recommendations of the charity SORP. The management feel that these changes have enabled a better understanding of the accounts. If, however, the accounts are not easy to understand then we would welcome feedback and we will try to incorporate any improvements into next year's accounts.

Funding Issues and Financial Management

The partnership with Manchester City Council allows funding through to March 2012 and will be superseded by a long term funding arrangement which ensures the Museum's future. With the opening of the new world-class National Football Museum at Urbis in Manchester 2012, the Museum will also be well placed to maximise opportunities for significantly increasing its commercial income both in Manchester and nationally and internationally outlined in a new commercial business plan. The Museum with the assistance of partners has successfully navigated a course through a critical year. Peter Lambert joined as Finance Manager in April 2011 and is working on a number of new initiatives including, advanced Financial Policies & Procedures to further protect the profitability of the Museum, reducing fixed costs, departmental analysis of monthly accounts to give managers more autonomy and operational policies in preparation for the Museum opening in 2012.

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

Going Concern

The trustees are aware of their responsibilities to assess whether there are significant doubts about the Museum's ability to trade as a going concern. At the date of approving the accounts the Trustees have been given assurances from Manchester City Council in respect of ongoing future revenue funding for the foreseeable future.

Also following a lengthy and detailed process the catering facilities within the National Football Museum have been outsourced to The Crown Group – Kudos on a 6 year contract – the deal will include the running of,

- 1 The cafe area – 40 cover indoor area and 30 cover outdoor
- 2 Restaurant – 80 covers and separate bar area
- 3 Corporate events – Number of events of 250 covers per annum

A guaranteed concession based on % turnover has been agreed which in the first full year of trading will return £175,000 profit for the National Football museum.

Subsidiary companies

The museum owns the whole of the issued share capital of The National Football Museum (Trading) Limited and The National Football Museum at Urbis (Trading) Limited both companies registered in England and Wales. The subsidiaries undertake a number of commercial activities for the museum. They include retail, catering, corporate hospitality, commercial sponsorship, image rights and licensing and publication royalties.

Heritage assets

The Museum holds fourteen distinct collections of major historical significance. Details of the individual collections are included within note 9 to the accounts.

Reserves policy

The Museum has a number of restricted funds, the majority of which relate to specific capital expenditure and collections. The purpose of these funds is detailed in note 15 in the financial statements and summarises the period's movements on each fund.

The Museum is striving to achieve general reserves equivalent to at least six months running costs in order to effectively manage unforeseen circumstances.

Risk management

The Museum has a Risk Management Strategy and Risk Register, which is reviewed regularly, at least on an annual basis.

Responsibilities of the trustees

The trustees (who are also the directors of the National Football Museum for the purposes of company law) are responsible for preparing the Trustees Annual Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

Responsibilities of the trustees (cont)

Company law requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these accounts, the trustees are required to

select suitable accounting policies and then apply them consistently,

observe the methods and principles in the Charities SORP,

make judgements and estimates that are reasonable and prudent,

state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts,

prepare the accounts on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the accounts comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities

In so far as the trustees are aware

there is no relevant audit information of which the charitable company's auditor is unaware, and

the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

Auditor

Moore and Smalley LLP are deemed to be re-appointed under section 487(2) of the Companies Act 2006

This report was approved by the board on 8/9/11 and signed on its behalf



Mr D Martland – Secretary

Sir Tom Finney Way
Preston
Lancashire
PR1 6PA

THE NATIONAL FOOTBALL MUSEUM

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NATIONAL FOOTBALL MUSEUM

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

We have audited the accounts of The National Football Museum for the period from 1 July 2010 to 31 March 2011 on pages 20 to 42. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the trustees and auditor

As explained more fully in the Trustees Responsibilities Statement set out on pages 16 and 17, the trustees are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the accounts

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by directors, and the overall presentation of the accounts. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited accounts. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on accounts

In our opinion the accounts

- give a true and fair view of the state of the group and the charitable company's affairs as at 31 March 2011 and of its incoming resources and application of resources, including its income and expenditure, for the period then ended,
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and
- have been prepared in accordance with the requirements of the Companies Act 2006

THE NATIONAL FOOTBALL MUSEUM

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NATIONAL FOOTBALL MUSEUM

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Report for the financial period for which the accounts are prepared is consistent with the accounts

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us, or
- the accounts are not in agreement with the accounting records and returns, or
- certain disclosures of trustees' remuneration specified by law are not made, or
- we have not received all the information and explanations we require for our audit



Christine Wilson (Senior Statutory Auditor)
For and on behalf of
Moore and Smalley LLP
Chartered Accountants & Statutory Auditor

Richard House
Winckley Square
Preston
PR1 3HP

8/9/11

THE NATIONAL FOOTBALL MUSEUM

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Incoming resources					
Incoming resources from generated funds					
Grant and donations	2	854,712	81,891	936,603	712,006
Incoming resources from charitable activities	3	11,603	-	11,603	184,347
Interest received		<u>24</u>	<u>-</u>	<u>24</u>	<u>23</u>
Total incoming resources		<u>866,339</u>	<u>81,891</u>	<u>948,230</u>	<u>896,376</u>
Resources expended					
Charitable expenditure					
Costs in furtherance of charitable objects					
Costs of generating funds	4	53,171	63,621	116,792	169,428
Costs of Museum operation	4	712,585	211,686	924,271	994,474
Governance costs	5	<u>32,886</u>	<u>-</u>	<u>32,886</u>	<u>37,269</u>
Total resources expended	6	<u>798,642</u>	<u>275,307</u>	<u>1,073,949</u>	<u>1,201,171</u>
Net incoming/(outgoing) resources before transfers	7	67,697	(193,416)	(125,719)	(304,795)
Transfers between funds		<u>(1,889)</u>	<u>1,889</u>	<u>-</u>	<u>-</u>
Net incoming/(outgoing) resources for the year		65,808	(191,527)	(125,719)	(304,795)
Balances brought forward		<u>42,773</u>	<u>8,506,375</u>	<u>8,549,148</u>	<u>8,853,943</u>
Balances carried forward		<u>108,581</u>	<u>8,314,848</u>	<u>8,423,429</u>	<u>8,549,148</u>

The group has no recognised gains or losses other than the results for the period as set out above

All of the activities of the group are classed as continuing

THE NATIONAL FOOTBALL MUSEUM

BALANCE SHEET OF THE COMPANY (LIMITED BY GUARANTEE)

AS AT 31 MARCH 2011

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Fixed assets					
Tangible assets	8	31,102	7,190,868	7,221,970	7,415,275
Heritage assets	9	-	1,505,709	1,505,709	1,505,709
Investments	10	<u>2</u>	<u>-</u>	<u>2</u>	<u>1</u>
		31,104	8,696,577	8,727,681	8,920,985
Current assets					
Stocks		-	-	-	-
Debtors	11	150,412	-	150,412	69,627
Cash at bank and in hand		<u>40,927</u>	<u>18,271</u>	<u>59,198</u>	<u>126,154</u>
		191,339	18,271	209,610	195,781
Creditors: amounts falling due within one year	12	<u>(113,862)</u>	<u>-</u>	<u>(113,862)</u>	<u>(151,591)</u>
Net current assets/(liabilities)		77,477	18,271	95,748	44,190
Total assets less current liabilities		108,581	8,714,848	8,823,429	8,965,175
Creditors: amounts falling due after more than one year	13	<u>-</u>	<u>(400,000)</u>	<u>(400,000)</u>	<u>(416,027)</u>
Net assets		<u>108,581</u>	<u>8,314,848</u>	<u>8,423,429</u>	<u>8,549,148</u>
Funds					
Unrestricted funds	14	108,581	-	108,581	42,773
Restricted funds	15	<u>-</u>	<u>8,314,848</u>	<u>8,314,848</u>	<u>8,506,375</u>
		108,581	8,314,848	8,423,429	8,549,148

Approved by the Board of Trustees on 8/9/11 and signed on its behalf by

Mr P Dermody
Trustee - Chair

Trustee

Company Registration Number 3070670

THE NATIONAL FOOTBALL MUSEUM

CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2011

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Fixed assets					
Tangible assets	8	31,102	7,190,868	7,221,970	7,415,275
Heritage assets	9	-	1,505,709	1,505,709	1,505,709
		31,102	8,696,577	8,727,679	8,920,984
Current assets					
Stocks		18,702	-	18,702	12,057
Debtors	11	133,600	-	133,600	48,709
Cash at bank and in hand		42,200	18,271	60,471	127,244
		194,502	18,271	212,773	188,010
Creditors: amounts falling due within one year	12	(117,023)	-	(117,023)	(159,399)
Net current assets/(liabilities)		77,479	18,271	95,750	28,611
Total assets less current liabilities		108,581	8,714,848	8,823,429	8,949,595
Creditors: amounts falling due after more than one year	13	-	(400,000)	(400,000)	(400,447)
Net assets		108,581	8,314,848	8,423,429	8,549,148
Funds					
Unrestricted funds	14	108,581	-	108,581	42,773
Restricted funds	15	-	8,314,848	8,314,848	8,506,375
		108,581	8,314,848	8,423,429	8,549,148

Approved by the Board of Trustees on

8/9/11

and signed on its behalf by

Mr P Dermody
Trustee - Chair

Trustee

Company Registration Number 3070670

THE NATIONAL FOOTBALL MUSEUM

CONSOLIDATED CASH FLOW STATEMENT

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

	Note	£	2011	£	£	2010	£
Net cash (outflow)/ inflow from operating activities	19			(40,991)		105,919	
Returns on investments and servicing of finance							
Interest received				24		22	
Interest paid				(65)		-	
Capital expenditure							
Payments to acquire tangible fixed assets				(25,741)		-	
Cash (outflow)/inflow before financing				(66,773)		105,941	
Financing							
Net (outflow)/inflow from bank loans		-		-		-	
Net (outflow)/inflow from other long term creditors		-		-		-	
Net cash (outflow)/inflow from financing				-		-	
(Decrease)/increase in cash	21			(66,773)		105,941	

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

1 Accounting policies

Basis of accounting

The accounts have been prepared under the historical cost convention, except for investments which are included at market value, and in accordance with applicable United Kingdom accounting standards, the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in March 2005 (SORP 2005) and the Companies Act 2006

The Statement of Financial Activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The charity has availed itself of Schedule 1 of The Small Companies and Groups (Accounts and Reports) Regulations 2008 and adapted the Companies Act formats to reflect the special nature of the charity's activities. No separate SOFA has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006 and paragraph 397 of the SORP.

Company status

The charity is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

Incoming resources

Grant and other similar income is credited to the statement of financial activities as it becomes due, gross of income tax where applicable. Restricted income relates to amounts which are received for a specific purpose and is matched to related expenditure in the statement of financial activities.

Grants relating to fixed asset purchases are credited in full to the statement of financial activities in the year in which they are receivable. This treatment is not in accordance with SSAP 4, however it does comply with the charity SORP, which the trustees consider to be most applicable. Where the obligation attached to the grant income is fully met by purchasing the relevant capital items, the fund balance is transferred to unrestricted funds.

Resources expended

Expenditure has been charged to the statement of financial activities on an accruals basis. Expenditure relating directly to the objects of the charitable group is allocated as costs of operating the museum with central administration costs allocated to the management and administration of the charitable group.

Exhibition costs which relate to short term or temporary exhibitions are expended in the statement of financial activities in the year in which they arise.

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

1 Accounting policies (continued)

Tangible fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised and included at cost including any incidental expenses of acquisition

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows

Plant and office equipment	Over 3 years
Leasehold improvements	Over the remaining life of the lease
Permanent exhibition stands	Over 10 years

Exhibition costs which relate to long term museum exhibition stands and displays are capitalised in the balance sheet

Heritage assets

Heritage assets comprise collection items displayed throughout the Museum. Purchased items are capitalised and included at cost. Donated collection items are capitalised at their estimated market value.

It is the responsibility of the Museum to preserve collection items for the benefit of the nation and due to their nature they are expected to have a long life. Depreciation is therefore not charged on collection items which have been capitalised since this is deemed to be immaterial. Impairment reviews are carried out annually in respect of such assets.

Stocks

The cost of books, guides and publications produced are valued at the lower of cost and net realisable value.

Pension costs

The charitable group pays contributions to personal money purchase schemes for eligible employees and accounts for the amount due each year in the SOFA.

Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities are retranslated at the rate of exchange ruling at the balance sheet date. All differences are taken to the SOFA.

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

1 Accounting policies (continued)

Fund accounting

Funds held by the charitable group are either

Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees and have not been designated for other purposes

Designated funds - these are the funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects

Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charitable group. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements

Where a grant or donation is received to fund a capital item or where an asset is donated, if there is an obligation relating to the future use or retention of the relevant asset, the balance relating to that asset is held within restricted funds as long as that restriction exists. Where there is no such restriction, the restricted income relating to the purchase of capital items is transferred to unrestricted funds in the statement of financial activities

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

2 Grants and donations

	Unrestricted Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
NWDA grant	-	-	-	190,000
Arts Council and Football Foundation	-	-	-	19,374
Preston City Council	-	-	-	12,500
Lancashire County Council	-	-	-	26,253
MCC grant	755,525	-	755,525	305,000
DCMS grant	78,839	-	78,839	131,754
Other grants and donations	<u>20,348</u>	<u>81,891</u>	<u>102,239</u>	<u>27,125</u>
	<u>854,712</u>	<u>81,891</u>	<u>936,603</u>	<u>712,006</u>

3 Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Sponsorship	-	-	-	1,100
Hall of Fame income	4,604	-	4,604	54,197
Goalstriker	-	-	-	14,028
Miscellaneous	<u>6,999</u>	<u>-</u>	<u>6,999</u>	<u>115,022</u>
	<u>11,603</u>	<u>-</u>	<u>11,603</u>	<u>184,347</u>

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

4 Costs in furtherance of charitable objects

	Unrestricted Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Costs of generating funds:				
Purchases for resale	3,897	-	3,897	52,638
Hall of Fame costs	16,840	-	16,840	41,834
Cost of events and projects	<u>32,434</u>	<u>63,621</u>	<u>96,055</u>	<u>74,956</u>
	53,171	63,621	116,792	169,428
	<u>53,171</u>	<u>63,621</u>	<u>116,792</u>	<u>169,428</u>
Costs of Museum operation:				
Wages and national insurance	321,474	-	321,474	377,052
Pension costs	7,962	-	7,962	10,622
Training and education	8,201	-	8,201	2,327
Rates and water	23,846	-	23,846	21,358
Heat & light	38,000	-	38,000	70,185
Insurance	13,454	-	13,454	19,742
Repairs and maintenance	15,312	-	15,312	19,881
Cleaning	5,004	-	5,004	15,656
Exhibition and marketing costs	106,722	-	106,722	45,095
Telephone	7,812	-	7,812	8,577
Printing, postage and stationery	38,813	-	38,813	12,719
Motor and travel expenses	10,488	-	10,488	5,952
Bad debts	-	-	-	675
General expenses	21,166	-	21,166	9,848
Software support	2,621	-	2,621	5,111
Bank charges	77	-	77	2,244
Interest payable and similar charges	65	-	65	-
Legal and professional	57,924	-	57,924	-
Rebranding and relocation costs	26,284	-	26,284	-
Depreciation – leasehold improvements	-	113,892	113,892	151,855
Depreciation – permanent exhibitions	-	97,794	97,794	209,619
Depreciation – plant and equipment	<u>7,360</u>	<u>-</u>	<u>7,360</u>	<u>5,956</u>
	712,585	211,686	924,271	994,474
	<u>712,585</u>	<u>211,686</u>	<u>924,271</u>	<u>994,474</u>

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

5 Governance costs

	Unrestricted Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Wages and national insurance	6,676	-	6,676	8,916
Legal and professional	12,042	-	12,042	11,151
Audit and accountancy	13,147	-	13,147	15,840
Insurance	<u>1,021</u>	<u>-</u>	<u>1,021</u>	<u>1,362</u>
	<u>32,886</u>	<u>-</u>	<u>32,886</u>	<u>37,269</u>

6 Total resources expended

	Staff Costs £	Depreciation £	Other Costs £	Total Funds 2011 £	Total Funds 2010 £
Direct charitable expenditure	329,436	219,046	402,430	950,912	1,163,902
Governance costs	<u>6,676</u>	<u>-</u>	<u>116,361</u>	<u>123,037</u>	<u>37,269</u>
	<u>336,112</u>	<u>219,046</u>	<u>518,791</u>	<u>1,073,949</u>	<u>1,201,171</u>

The aggregate payroll costs were:

	2011 £	2010 £
Wages and salaries	299,019	357,329
Social security costs	29,131	28,639
Pension costs	<u>7,962</u>	<u>10,622</u>
	<u>336,112</u>	<u>396,590</u>

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

6 Total resources expended (continued)

Particulars of employees

The average number of employees, calculated on a full-time equivalent basis, analysed by function was

	2011 £	2010 £
Research and collections development	5	3
Front of house	2	10
Management and administration	<u>6</u>	<u>4</u>
	13	17

One member of staff was paid an annual salary over £60,000 during the period (2010 none) No members of staff were paid an annual salary over £70,000 during the current period or previous year

The trustees received no remuneration from the charitable group A total of £nil (2010 £252) was paid to trustees in relation to the reimbursement of travelling expenses incurred attending trustee meetings

The cost of insurance to indemnify the trustees against the consequences of any neglect or default on their part amounted to £1,021

7 Net incoming resources

Net incoming resources is stated after charging

	2011 £	2010 £
Pension costs	7,962	10,622
Depreciation	219,046	367,430
Auditors remuneration	<u>13,147</u>	<u>15,840</u>
	240,155	393,892

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

8 Tangible fixed assets

Group and charitable company

	Restricted Leasehold Improvements £	Permanent Exhibitions £	Unrestricted Plant & Equipment £	Total £
Cost				
At 1 July 2010	8,959,449	2,183,630	95,964	11,239,043
Additions	-	-	25,741	25,741
At 31 March 2011	8,959,449	2,183,630	121,705	11,264,784
Depreciation				
At 1 July 2010	1,719,648	2,020,877	83,243	3,823,768
Charge for the year	113,892	97,794	7,360	219,046
At 31 March 2011	1,833,540	2,118,671	90,603	4,042,814
Net book value				
At 31 March 2011	7,125,909	64,959	31,102	7,221,970
At 30 June 2010	7,239,801	162,753	12,721	7,415,275

Apart from general plant and office equipment, all of the above fixed assets are used for direct charitable purposes

Leasehold improvements comprise all works carried out at the Deepdale Stadium in constructing the Museum, including the cost of acquiring the 60-year lease from Preston North End Plc for £1 975 million in March 2003. The vast majority of these improvements have been funded by the Heritage Lottery Fund and the Northwest Regional Development Agency

Permanent exhibitions relate to the long term stands and displays within the Museum

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

9 Heritage assets

Group and charitable company

	Collection items £	Total £
Cost		
At 1 July 2010	1,505,709	1,505,709
Additions	-	-
At 31 March 2011	1,505,709	1,505,709
Net Book Value		
At 31 March 2011	1,505,709	1,505,709
At 30 June 2010	1,505,709	1,505,709

The National Football Museum holds fourteen distinct collections, each of which is of major historical significance in its own right. They include two collections relating to FIFA, football's world governing body, and the collection of the world's oldest Football Association and oldest Football League. Collectively they form the largest publicly held collection of football memorabilia in the world, totalling over 30,000 items. These range in age from the 16th to the 21st centuries.

The Museum has a detailed Acquisitions and Disposal Policy, which has been approved by the Museums, Libraries and Archives Council, the Government body responsible for promoting standards in museums.

The Museum has not capitalised the value of items added to the collections during the period. The Museum has comprehensive insurance for all the collections held, both those on loan and those which are owned by the Museum.

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NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

9 Heritage assets (continued)

The following seven collections are owned by the Museum

The FIFA Museum Collection

This collection was acquired in 1999 from FIFA with the assistance of a grant from the Heritage Lottery Fund. It consists of over 4,000 items, reflecting all aspects of the history of English football, the ancient and medieval forerunners of the modern game, and also the development of the game around the world. The collection includes paintings, drawings and prints, photographs and posters, playing kit and equipment, metal sculpture, fine metal and ceramic decorative items, toys and games, books and ephemera.

The Peoples' Collection

This collection consists of over 6,000 items donated by hundreds of supporters, players and other individuals related to the game. It is tangible evidence of the extensive public support which the Museum has attracted. It offers an extraordinarily rich and diverse social history of the game and its role in English society throughout the twentieth century. A number of items in the Peoples' Collection are on loan.

The FIFA Book Collection

This collection of over 1,200 football books was purchased with the financial assistance of FIFA in 1998. The collection is particularly strong in terms of rare nineteenth century yearbooks and annuals, but also contains early histories of the game, club histories from the 1920's onwards, players' biographies and autobiographies, and football fiction from 1900 onwards.

The Harry Langton Collection

This collection, created by Harry Langton, the man who created the FIFA Museum Collection, was purchased by the museum in February 2000, with the assistance of a grant from the Heritage Lottery Fund. As with the FIFA Museum Collection, the material includes paintings, drawings and prints, photographs and posters, playing kit and equipment, metal sculpture, fine metal and ceramic decorative items, toys and games, and books and ephemera.

The Preston North End Football Club Collection

This collection consists of over 2,000 items reflecting all aspects of the club's history from the 1870s onwards, including trophies, medals, caps, jerseys, archive material and supporters' memorabilia.

The Sir Stanley Matthews Collection

This collection was purchased in 2001 with the assistance of a grant from the Heritage Lottery Fund. It consists of items relating to the career of one of the greatest English players of all time, including international caps, badges and associated information relating to Sir Stanley's club career and his international career with England.

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

9 Heritage assets (continued)

Following the period end the following collection was part donated to the museum who jointly own the collection with De Montfort University

UEFA Library Collection

UEFA's library collection of over 8,500 football books and reports, donated to the museum in partnership with the International Centre for Sports History and Culture (ICSHC) at De Montfort University, the world's leading centre of its kind

The following seven collections are on long term loan to the Museum, apart from a small number of items in the Football Association Collection, which have been donated. The loaned collections have not been capitalised within the accounts of the Museum

The Football Association Collection

This collection of over 1,600 items reflects all aspects of the history of the world's first football association, founded in 1863. The collection consists of trophies and awards from international tournaments, gifts to the FA marking international matches, painting and sculptures, photographs and archive documents. A small number of items in this collection have been donated and these items have been capitalised at their estimated market value

The Football League Collection

This collection of over 1,500 items reflects all aspects of the history and development of the world's oldest professional league, founded in 1888. It consists of trophies and medals, commemorative plaques, shields, pennants, banners, ceramics and glassware, framed photographs, presentation scrolls and artwork, and ephemera, including match programmes, original newspapers and Football League publications

The Littlewoods Pools Collection

The Museum holds on loan a collection of over 5,000 items relating to the history of the Littlewoods Pools. Littlewoods Pools has played a key part in the game, both through the significance of football pools in the social history of football since the 1920s, and also through the major investment in the game which has come from the Government's Levy on the football pools

In addition to the above collections David Gold, Chairman of Birmingham City Football Club, has kindly loaned to the Museum for display the oldest surviving FA Cup Trophy, which was used from 1896 to 1910

The Priory Collection

The National Football Museum has acquired on loan 300 outstanding items from one of the finest private sporting collections in the country, the Priory Collection. The loan includes outstanding artworks on a football theme and objects relating to world famous players and legendary matches

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

9 Heritage assets (continued)

The Bolton Wanderers Collection

The National Football Museum has acquired on loan objects from the Bolton Wanderers FC collection, which have gone on display in the permanent galleries of the museum. The club, founded in 1874, was one of the twelve founder members of the Football League in 1888 and has remained in the league ever since. Among the loan of objects are early trophies such as the Bolton Charity trophy, in use from 1882 to 1905, and the Turton FC trophy from 1874. The loan also includes tickets and dinner menus from Bolton's FA Cup wins in the 1920s and a model of Burnden Park, Bolton's ground for 102 years before they moved to the Reebok Stadium.

Homes of Football Collection

More than 100,000 images by the nationally renowned photographer of football fandom, Stuart Clarke, transferred to NFM under a 10 year loan agreement. The archive forms an unparalleled artistic record of English fans over the last 20 years.

Neville Evans Collection

The best privately owned collection of match shirts, medals and associated career material relating to famous players from English and Welsh football on long-term loan.

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

10 Investments

<i>Charitable company</i>	2011 £	2010 £
The National Football Museum (Trading) Limited	1	1
The National Football Museum at Urbis (Trading) Limited	1	-
	<u>2</u>	<u>1</u>

The shares in the subsidiary undertakings are the charitable company's investment in The National Football Museum (Trading) Limited and The National Football Museum at Urbis (Trading) Limited, both companies incorporated in England and Wales. The investment represents a holding of 100% of the ordinary share capital in each of these companies.

11 Debtors

	2011 £	Group 2010 £	Charitable Company 2011 £	2010 £
Trade debtors	48,853	11,004	42,412	15,996
Taxation and social security	42,480	-	42,864	-
Gift aid receivable	-	-	808	17,224
Amounts due from subsidiary	-	-	22,595	-
Other debtors	4,191	11,664	4,191	10,914
Accrued income	4,014	9,249	-	-
Prepayments	<u>34,062</u>	<u>16,792</u>	<u>37,542</u>	<u>25,493</u>
	<u>133,600</u>	<u>48,709</u>	<u>150,412</u>	<u>69,627</u>

12 Creditors: amount falling due within one year

	2011 £	Group 2010 £	Charitable Company 2011 £	2010 £
Bank loans and overdrafts	-	-	-	-
Trade creditors	55,442	41,473	52,281	38,047
Taxation and social security	16,989	19,054	16,989	17,672
Obligations under finance leases	1,115	2,678	1,115	2,678
Deferred income	-	80,154	-	80,154
Accruals	<u>43,477</u>	<u>16,040</u>	<u>43,477</u>	<u>13,040</u>
	<u>117,023</u>	<u>159,399</u>	<u>113,862</u>	<u>151,591</u>

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

13 Creditors: amounts falling due after more than one year

	Group		Charitable Company	
	2011	2010	2011	2010
	£	£	£	£
Chattel mortgage	400,000	400,000	400,000	400,000
Amounts owed to subsidiary	-	-	-	15,580
Obligations under finance leases	-	447	-	447
	400,000	400,447	400,000	416,027

The chattel mortgage from the Football Foundation originated in October 2002 with a £300,000 loan secured against two items in the FIFA Collection (combined value £325,000). In August 2003 the mortgage was further extended by £100,000 with security over another item in the FIFA Collection (value of £50,000). The chattel mortgage will only become repayable should the Museum cease to operate.

14 Unrestricted funds

	Group	Charitable Company
	£	£
Balance at 1 July 2010	42,773	42,773
Net incoming resources	67,697	67,697
Funds transfers	(1,889)	(1,889)
Balance at 31 March 2011	108,581	108,581

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

15 Restricted funds

Charitable company

	Balance at 1 July 2010 £	Income £	Expenditure £	Funds Transfers £	Balance at 31 Mar 2011 £
HLF grant – capital	5,560,617	-	(151,154)	-	5,409,463
Collections fund	1,105,709	-	-	-	1,105,709
NWDA grant – capital	1,780,171	-	(53,833)	-	1,726,338
Other capital grants	31,294	-	(4,255)	1,889	28,928
Museums and Galleries Improvement Fund	6,084	-	(570)	-	5,514
UEFA donation	22,500	-	(1,875)	-	20,625
Football Foundation and Arts Council	-	26,201	(22,930)	-	3,271
Other grants and donations	-	55,690	(40,690)	-	15,000
Total restricted funds	8,506,375	81,891	(275,307)	1,889	8,314,848

The "HLF Grant – Capital" fund relates to capital grants received. This fund will be written off over the life of the fixed assets to which it relates by allocating a proportion of the depreciation charge each year.

The Collection Fund relates to amounts received towards the purchase of Collection items which are capitalised in the balance sheet. These assets are not depreciated and as such this fund will remain in perpetuity, which reflects the ongoing restriction.

The "NWDA Grant – Capital" and other grant funds relate to capital grants received in the year. The funds will be written off over the life of the fixed assets to which they relate by allocating a proportion of the depreciation charge each year.

The 'UEFA donation' fund relates to a donation received during the year. The donation consists of LCD television screens, computer software and videos licences. This fund will be written off over the life of the fixed asset by the depreciation charge each year.

The 'Football Foundation and Arts Council' fund relates to a specific learning and community project called Streetspeak that will continue into the next financial year. All costs incurred for this project will be restricted and allocated against the fund.

Other grants and donations consists of three exhibitions. The Learning Links project, Footie Plus and The Everlution Project. The Everlution Project was completed during the period.

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

16 Future plans

As detailed more fully in the Trustees Annual Report, the partnership with Manchester City Council guarantees the long term future of the National Football Museum in the North West and that an exciting new public face of the Museum will open in the Urbis building in Manchester in early 2012. This will be a major new visitor attraction for the City of Manchester and the region and will open up the collection to a much wider audience.

17 Company limited by guarantee

The National Football Museum is a charitable company limited by guarantee, having no share capital and governed by its Memorandum and Articles of Association dated 31 October 1996.

18 Subsidiary companies

The National Football Museum owns the whole of the issued capital of The National Football Museum (Trading) Limited and The National Football Museum at Urbis (Trading) Limited, both companies registered in England and Wales. The National Football Museum (Trading) Limited is used to generate sponsorship and promotional income for the charitable company. All activities have been consolidated on a line by line basis in the SOFA. The total net profit is gifted to the charity. A summary of the results of the subsidiary is shown below.

	2011 £	2010 £
Turnover	10,715	175,526
Cost of sales	<u>(9,589)</u>	<u>(112,173)</u>
Gross profit	1,126	63,353
Administration expenses	<u>(318)</u>	<u>(33,629)</u>
Net profit	808	29,724
Gifted to charity	<u>(808)</u>	<u>(29,724)</u>
	-	-

The aggregate of the assets, liabilities and funds was

	2011 £	2010 £
Assets	26,950	37,533
Liabilities	<u>(26,949)</u>	<u>(37,532)</u>
Funds (representing 1 ordinary share of £1)	<u>1</u>	<u>1</u>

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

18 Subsidiary companies (cont)

The National Football Museum at Urbis (Trading) Limited was incorporated on 22 February 2011 and has not yet commenced trading

The aggregate of the assets, liabilities and funds was

	2011 £	2010 £
Assets	1	-
Liabilities	-	-
Funds (representing 1 ordinary share of £1)	1	-

19 Reconciliation of changes in resources to net cash inflow from operating costs

	2011 £	2010 £
Net outgoing resources	(141,989)	(304,794)
Interest received	(24)	(22)
Interest paid	65	-
Depreciation	219,046	367,430
(Increase)/decrease in stocks	(6,645)	8,705
(Increase)/decrease in debtors	(84,891)	28,692
(Decrease)/increase in creditors	(26,553)	5,908
Net cash (outflow)/inflow from operating activities	(40,991)	105,919

20 Reconciliation of net cash flow to movement in net debt

	2011 £	2010 £
(Decrease)/increase in cash in the year	(66,773)	105,941
Cash flow from movement in net debt	-	-
Movement in net debt in the year	(66,773)	105,941
Net debt at 1 July 2010	(272,755)	(378,697)
Net debt at 31 March 2011	(339,528)	(272,756)

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

PERIOD FROM 1 JULY 2010 TO 31 MARCH 2011

21 Analysis of changes in net funds

	1 July 2010 £	Cash flow £	31 Mar 2011 £
Cash at bank and in hand	127,244	(66,773)	60,471
Debt due within one year	-	-	-
Debt due after one year	<u>(400,000)</u>	<u>-</u>	<u>(400,000)</u>
Net (debt)/funds	<u>(272,756)</u>	<u>(66,773)</u>	<u>(339,529)</u>