

Company Registration No. 03070670 (England and Wales)

Registered Charity No. 1050792

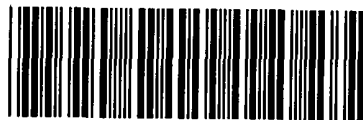
# **The National Football Museum**

**Company Limited by Guarantee**

**Annual Report and Consolidated Financial Statements**

**For the Year Ended 31 March 2016**

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# THE NATIONAL FOOTBALL MUSEUM

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YEAR ENDED 31 MARCH 2016

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# THE NATIONAL FOOTBALL MUSEUM

## COMPANY INFORMATION

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<b>Chairman</b>	Mr P B Dermody
<b>Trustees</b>	Mr F A Ali Mr S Barker Ms R M Battle Sir H Bernstein Professor S J Broomhead Mr P B Dermody Ms M J Digby Mr J A Farquharson Lord R O Faulkner Mr P E Mains Mr C A J Memmott Mr E P O'Rourke (resigned 8 January 2016) Mr N J Paske Mr I R Penrose Mr L Rahman (appointed 9 June 2016) Ms M H Stevenson Mrs S M Todd (appointed 10 March 2016) Mr G Thompson (resigned 7 January 2016)
<b>Secretary</b>	Mr D J Martland
<b>Registered office</b>	Urbis Building Cathedral Gardens Manchester M4 3BG
<b>Company number</b>	03070670
<b>Charity number</b>	1050792
<b>Auditor</b>	Moore and Smalley LLP Chartered Accountants & Registered Auditors Richard House Winckley Square Preston PR1 3HP
<b>Solicitors</b>	Brabners Chaffe Street 7-8 Chapel Street Preston PR1 8AN

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2016

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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 year ended 31 March 2016.

### Legal status

The Museum is a charitable company limited by guarantee with registered charity number 1050792 and company number 03070670. Not having a share capital, the Museum is governed by its Memorandum and Articles of Association dated 31 October 1996.

### Current position

The National Football Museum is the leading football museum in the world, holding the world's greatest collection on the history of football, including the FIFA-Langton Collection. A museum of national and international significance, it is also a major tourist attraction for the city of Manchester, attracting visitors from across the UK and around the world.

### Objectives and activities of the Museum

The objectives and activities of the Museum are summarised by the following mission statement:

#### Amazing collections

We develop and preserve the *world's* greatest collection on football – over 140,000 items – including the FIFA Collection.

#### Great exhibitions

We explore football – past and present – through world class exhibitions, reflecting *your* stories and views on the game.

#### Football changes lives

We use the power of football to improve people's lives, through our outstanding learning and community programmes.

#### Superb service

We aim to provide a superb service to our visitors in all that we do.

#### 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.

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2016

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### Objectives and activities of the Museum (Continued)

*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.*

### 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-Langton Collection. The collection has been awarded Designation status under the scheme operated by Arts Council England. This means that the collection is officially recognised as being of national and international significance.

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 Nationally Styled Museum Accreditation Status with Arts Council England, the Government body that promotes standards in the museums sector in the UK.

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, a planned Irish Football Association museum for association football in Northern Ireland, 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. Overseas exhibitions have included displays in France, Belgium, Germany, Portugal, Switzerland, Japan, Hong Kong, Austria, Turkey, Finland, Poland 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. We are supporting the development of an Irish Football Association museum for association football in Northern Ireland. The Museum has developed strong partnerships with the Everton Collection Charitable Trust, Stuart Roy Clarke's *Homes of Football*, the Neville Evans Collection and the Priory Collection. The Museum will continue to work closely with the growing number of football club museums in England.

The President of the Museum is Sir Bobby Charlton. The Vice Presidents are Sir Alex Ferguson, Sir Trevor Brooking and Sir Geoff Hurst. The Museum was greatly saddened by the death on 14 February 2014 of its Vice President Sir Tom Finney. Sir Tom will always be remembered as one of the greatest ever English players.

# **THE NATIONAL FOOTBALL MUSEUM**

## **REPORT OF THE TRUSTEES**

**YEAR ENDED 31 MARCH 2016**

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### **Objectives and activities of the Museum (Continued)**

#### **Benefit to the Public**

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 Museum Director, Kevin Moore, who has been delegated day to day management of the Museum, 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.

Governance - the Trustees have an Audit Committee, which meets at least annually with the auditors, and then as and when required. This is chaired by Ian Penrose. The other members are Steven Broomhead and Alan Farquharson.

There is a Nomination Committee which is chaired by Paul Dermody. The other members are Clive Memmott, Simon Barker and Mandy Digby. This meets as and when required.

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

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2016

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### Objectives and activities of the Museum (Continued)

Name	Date of Appointment	Date of Re-election
Ms M H Stevenson	1 November 2003	AGM 2016
Mr P B Dermody	1 July 2004	AGM 2016
Mr S Barker	2 July 2009	AGM 2018
Ms M J Digby	20 July 2005	AGM 2017
Mr J A Farquharson	7 November 2005	AGM 2017
Mr F A Ali	26 March 2007	AGM 2016
Mr C A J Memmott	16 November 2007	AGM 2016
Mr I R Penrose	16 November 2007	AGM 2016
Sir H Bernstein	9 June 2010	AGM 2016
Professor S J Broomhead	9 June 2011	AGM 2017
Lord R O Faulkner	8 September 2011	AGM 2017
Ms R M Battle	14 June 2012	AGM 2018
Mr N J Paske	14 June 2012	AGM 2018
Mr P E Mainds	11 December 2014	AGM 2018
Mrs S M Todd	10 March 2016	AGM 2019
Mr L Rahman	9 June 2016	AGM 2019

Mr G Thompson resigned as a trustee on 7 January 2016.

Mr E P O'Rourke resigned as a trustee on 8 January 2016

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2016

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### Business Review 2015/16

#### 1 Introduction

This has been a further excellent year for the National Football Museum (NFM). The Museum has continued to build on the successful museum displays in Manchester. The reaction to the Museum from the football community, the media and above all the public has continued to be outstanding. The Museum attracted over half a million visitors and users during the year in Manchester, rising to over 760,000 when all types of users, including exhibitions at other locations and outreach, are included. Over 25 per cent of these visitors were from overseas, from over 180 countries, demonstrating the major tourism impact of the Museum. NFM is the most visited national sports museum in the world.

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

We would like to thank Preston North End PLC for working with us on the changes at the Museum's Preston site, which has enabled us to reduce our running costs at the collections store.

The Museum will build on the success achieved to date, further developing the world's greatest football collection, and provide access to the collection to an even wider audience. The Museum will expand and develop its ground-breaking learning and social inclusion programmes, which use the power of football to reach and help all our communities. The Museum will also continue to develop its international profile, through its long-standing highly successful partnership working with FIFA and UEFA.

#### 2 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.

Manchester City Council is the key stakeholder and strategic partner for NFM. The partnership with MCC has secured the Museum's future and will ensure NFM will prosper and fulfill its outstanding potential. The partnership with MCC enabled the Museum to open the exciting, world-class museum in the Urbis building in 2012.

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, the Football Foundation, The Referees' Association, Kick it Out, Football Unites - Racism Divides, Football Medical Association, Homeless FA/Centrepoint, English Schools' FA and other football bodies is of great importance, in providing credibility for the Museum within all areas of the game. The Museum will continue to work in partnership with these organisations to preserve football's heritage. All of the football bodies generously supported the development of the new galleries, including waiving fees for the use of film footage.

The Northwest Regional Development Agency (NWDA) was a vital partner for the Museum. NWDA provided support for the development of the Museum of over £2.6 million. The continued support of the successor bodies to NWDA 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. NFM exists for the public benefit, and is the people's museum of the people's game.



# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2016

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### Business Review 2015/16 (Continued)

#### 2 Stakeholders

The National Football Museum has been working in very close partnership with FIFA since 1997, when FIFA decided that NFM 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 NFM could purchase the world's finest collection of football books, which is known as the FIFA Book Collection. With the support of FIFA, items from the FIFA Collection have featured in over 25 exhibitions around the world, including during the 1998, 2002, 2006 and 2010 FIFA World Cup Finals. NFM has supported FIFA in the development of its own museum in Zurich.

Since 2003 NFM 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, Finland and Poland. UEFA has also supported a separate UEFA branded display area in the new Museum.

We are pleased that International MBA students from the Manchester Business School, University of Manchester, have worked on further consultancy projects for NFM, for no charge. This included a group from the Global Executive MBA (GEMBA). Their findings are of great value to the Museum in its development. The Museum is pleased to be a part of the Manchester Football Consortium, which is led by Manchester City Council. All the key football bodies in the city are involved in this, including the Manchester FA, Manchester City and Manchester United.

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

#### 3 Key Achievements

Key achievements in the period from 1 April 2015 have included:

##### 3.1 The National Football Museum

Building on the initial success of the acclaimed, world-class National Football Museum, during its third full financial year.

##### 3.2 Collections

Continuing to develop the world's greatest football collection.

##### 3.3 Research

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

##### 3.4 Creative Programming

Successfully launching two temporary exhibitions, continuing the Out of Play programme and creating a number of highly successful events.

##### 3.5 Hall of Fame

Developing the National Football Museum Hall of Fame.

##### 3.6 Learning and Community

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

# **THE NATIONAL FOOTBALL MUSEUM**

## **REPORT OF THE TRUSTEES**

**YEAR ENDED 31 MARCH 2016**

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### **Business Review 2015/16 (Continued)**

#### **3.6 Learning and Community**

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

#### **3.7 Marketing**

Attracting over half a million highly satisfied visitors and users in Manchester during the year.

#### **3.8 Visitor Service and Commercial**

Increasing visitor satisfaction, spend and commercial income

#### **3.9 Financial Management**

Excellence in the management of financial resources

#### **3.10 Leadership in the Museums Sector**

Providing leadership and expertise in the wider museums sector.

#### **3.1 The National Football Museum**

**Building on the initial success of the acclaimed, world-class National Football Museum, during its third full financial year.**

The National Football Museum has state of the art, world class displays on three levels (Ground Level, Level 1 and Level 2), together with a Temporary Exhibitions Gallery on Level 3 and a dedicated Learning and Community zone on Level 4. There is a shop and café on the ground level, and corporate facilities on Levels 5 and 6. The Ground Level Hall of Fame display space becomes a corporate entertaining facility in the evening, for up to 500 guests. The Museum occupies the whole of the iconic Urbis building and is more than twice the size of the previous site in Preston.

The National Football Museum has continued to be a huge success following its opening to the public on 6 July 2012. The media and public reaction to the Museum has remained overwhelmingly positive, with visitor numbers far exceeding initial projections. The Museum is a huge hit with visitors and is a major new tourist attraction and cultural facility.

By drawing visitors in such large numbers from across the region, the country and internationally to Manchester, NFM has made a major contribution to Manchester's economy. This has been calculated at over £27 million p.a.

We were delighted and honoured to be nominated for European Museum of the Year 2015.

NFM was selected as one of just 20 museums to take part in the Future Proof Museums programme funded by Arts Council England. This is a mentoring programme to enable museums to be more resilient, particularly in commercial terms.

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2016

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### Business Review 2015/16 (Continued)

We were delighted that as part of his visit to Manchester we welcomed the President of China, Mr Xi Jinping, to show to him items from our collections. He was very pleased that the Museum was aware that the Chinese had invented football over 2,000 years ago with the game of Tsu Chu (this had goals, set number of players per team, spectators, professionals and a league!). The Museum's Director Dr Kevin Moore showed the President, who was accompanied by the Prime Minister, the Rt Hon David Cameron, the Laws for Association football from 1863, one of the two balls from the first World Cup Final in 1930 and the Jules Rimet trophy. Kevin Moore presented to the President a copy of the first Minute Book of the FA with the first handwritten laws. The President presented the Museum with a replica Tsu Chu ball. Dr Moore explained to the President that we had entered into a partnership with the Chinese Football Museum, and that we would very much like a cultural exchange whereby the treasures of ancient and modern Chinese football would come to be displayed at NFM, and that objects from our collections would be displayed at the Chinese Football Museum and in other cities in China. The President said that he thought such a cultural exchange was an excellent idea.

The President and the Prime Minister were then introduced to NFM Chair Paul Dermody and Gary Neville. Paul explained to the President the Museum's Hall of Fame, and the special award that was to be made to former Manchester City Chinese player Sun Jihai. The President then presented the Hall of Fame Special Award to Sun Jihai.

This event attracted enormous media coverage, especially in China. Our PR Company has conservatively estimated this coverage (including live TV in China) as having a value of at least £1 million.

Following the visit of the President we received a delegation from the Chinese city of Zibo, home to the Linzi Football Museum. The delegation included Mr Zhou Lianhua, Mayor, Zibo Municipal People's Government and Mr Ma Guoqing, Director of Linzi Football Museum. A partnership agreement for cooperation between our two football museums was signed. This includes establishing the first World Football Culture Summit which will be held in Zibo in October 2016 and Manchester in October 2017.

We were delighted to have been invited to join the Association of Leading Visitor Attractions (ALVA), the organisation for the UK's most popular, iconic and important museums, galleries, palaces, castles, cathedrals, zoos, historic houses, heritage sites, gardens and leisure attractions. We became the 58th member of ALVA, one of only 25 museums, and the only museum with its headquarters in Manchester to be a member. ALVA members have to be nationally and internationally significant. The National Football Museum is the most visited national sports museum in the world, and is widely regarded as the best sports museum in the world.

The Museum is very pleased to have formed a partnership with the major charity, The Woodland Trust. Together we have launched *For Club And Country*, a project aimed at helping football fans recognise the contribution of clubs and players during the First World War. The aim is to remember and commemorate these players. Every team and supporter in the English football league is being offered the chance to dedicate trees in team groves at the Woodland Trust's First World War centenary wood at Langley Vale in Epsom. Everyone who does will be remembered in a roll of honour and each team will have a plaque at its grove at the site. The partnership was launched by the Woodland Trust's President Clive Anderson at NFM in June. The NFM's Patron for the project is Sir Trevor Brooking.

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

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### Business Review 2015/16 (Continued)

There were two highly successful, temporary exhibitions during the year. *Pitch to Pixel: The World of Football Gaming*, was highly popular, brought new audiences, and secured extensive media interest. We are very grateful for the support of Arts Council England, EA Sports and Football Manager that made this exhibition possible.

Thanks to a grant from the Heritage Lottery Fund of over £300,000 and funding of £125,000 from the FA, we were able to hold 1966 World Cup Exhibitions at both NFM and at Wembley simultaneously, together with a Memories of '66 project, which uses the power of football memories to combat the debilitating effects of dementia, depression and loneliness. This is in partnership with the Sporting Memories Network.

On 24 June 2016 we launched the world's first Football Walk of Fame, sponsored by You-are-the-Ref.com. We are very grateful to You-are-the-Ref.com for its support. The Football Walk of Fame outside the Museum features artworks of the inductees by the world's leading sports artist, Paul Trevillion, and is in partnership with acclaimed songwriter David Courtney. The initial inducts in 2016 were the England 1966 World Cup winning team and their manager, Sir Alf Ramsey, together with 13 players from around the world chosen by a poll by The Mail Online. The Football Walk of Fame was unveiled by 1966 World Cup winners Sir Bobby Charlton and Roger Hunt. The full list of inductees is:

Sir Alf Ramsey; Gordon Banks; George Cohen; Ray Wilson; Bobby Moore; Jack Charlton; Alan Ball; Nobby Stiles; Martin Peters; Sir Bobby Charlton; Geoff Hurst; Roger Hunt; Lionel Messi; Cristiano Ronaldo; Zinedine Zidane; Ronaldo; Thierry Henry; George Best; Diego Maradona; Franz Beckenbauer; Johan Cruyff; Sir Tom Finney; Marta and Lily Parr.

The Football Walk of Fame is already proving to be a major new attraction for visitors.

### 3.2 Collections

#### Continuing to develop the world's greatest football collection.

The National Football Museum has continued to develop, preserve and document the world's finest collection 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. NFM continues to collect historical items, and also collects material relating to football today, for the benefit of future generations.

Thanks to a grant from the Heritage Lottery Fund (HLF), the Museum has been able to purchase the best collection on the history of women's football in the world. This remarkable collection was put together by Chris Unger, an American private collector and coach of women's football. The collection reflects women's football, past and present, around the world. Chris very sadly died in January 2015, but he knew that his collection would be preserved for posterity at the National Football Museum, and interpreted for the widest possible audience around the world. The collection will always be called the Chris Unger History of Women's Football Collection. The grant from HLF will also allow for a display of highlights of the collection and some work to use it to inspire learning and community programmes. Documentation has been completed for the first 500 objects, the highlights of the collection. A selection of these will go on display in the permanent galleries in Manchester in the coming months.

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2016

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### Business Review 2015/16 (Continued)

Further acquisitions of note include:

- 400 handbooks of non-league football clubs
- Material relating to the 2015 Cerebral Palsy World Championships at St George's Park
- Pennant, signed match ball and flag from England v France international friendly match at Wembley, 17 November 2015
- 39 various club shirts swapped after Manchester United games, transferred from Manchester United Museum
- 4 Cuju balls, first day covers and commemorative stamp albums from the Linzi Football Museum, China
- Faye White's face mask from the Euro 2009 final against Germany
- Football shirt donated by the Vatican
- National League captain's armband designed for the Royal British Legion's Poppy Appeal, November 2015
- Robbie Fowler's cream Armani suit from the 1996 FA Cup final (loan)
- Artwork banner inspired by the 1897 Foundation of the National Union of Women's Suffrage Societies (NUWSS), created as part of the 800<sup>th</sup> anniversary of Magna Carta celebrations, gifted to NFM in joint ownership with the National Federation of Women's Institutes
- North Riding of Yorkshire FA Challenge Cup, 1880
- Selection of objects relating to the career of Bobby Gould who played for Coventry City, Arsenal and Wolverhampton Wanderers among other teams
- Tail of "Billy", the White Horse, from the 1923 FA Cup final
- Euro 2016 'Super Victor' mascot, tournament football and merchandise
- Sue Lopez' miniature WFA Winner's Cup, miniature Butlin's Cup and ephemera
- Pele's 1962 World Cup winner's medal and passport 1960-1962

Specifically for the 1966 World Cup exhibition:

- Loan from Keely Allan, Alan Ball's daughter – Alan Ball's MBE, crystal ball, first day cover, framed caps and photograph
- Loan from Stephanie Moore, Bobby Moore's widow – Footballer of the Year award, contracts, 100th commemorative cap and medal, print and photographs
- Geoff Hurst's 1966 World Cup shirt (loaned by Sothebys for a week prior to it going to auction)
- Roger Hunt's 1966 World Cup winner's medal
- Umbro catalogues and brochure, 1966-67
- Gold disc, made to commemorate 50th anniversary of the 1966 World Cup, raising funds for Bobby Moore Fund
- Material from the Chief Press Officer at Manchester during 1966
- Passes and badge from interpreter who was working at Villa Park during World Cup games
- Production sample of an Umbro West Germany shirt, 1966 World Cup
- Limited edition of 1966 World Cup final football made of glass
- £5 coin, £5 silver coin and £5 gold coin commissioned by the Royal Mint in 2016 to commemorate 1966 World Cup

The National Football Museum also received the Prince Hassan Pacha Challenge Trophy on loan from the Amateur Athletics Association. The Hall of Fame footballer Arthur Wharton won this trophy in 1886 for winning the 100 yards sprint at the Amateur Athletics Association Championships.

The Collections Team has handled a number of loans out of the Museum. These included loans to: Auckland Castle in Bishop Auckland, the German Football Museum in Dortmund and the Linzi Football Museum in China. Continuing loans that have been extended in 2015 include to the Scottish National Portrait Gallery in Edinburgh, the Tom Finney Café at Deepdale Stadium, Preston and the Feyenoord FC Museum in Rotterdam.

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2016

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### Business Review 2015/16 (Continued)

The Collections team have assisted the Creative Programmes and Commercial Teams with various exhibitions and at a large number of events. The Collections team displayed items loaned by the family of Albert Johanneson to mark the 50th anniversary of the first black African footballer to appear at an FA Cup final in 1965. This display was launched with an event that was attended by Johanneson's family, the PFA, the FA and Football United, Racism Divides.

The Collections team worked with the Creative Programmes team on a number of other major and minor exhibitions – see 'Creative Programmes' below.

The Collections team supported other teams with couriering objects from the Museum's collection to a large number of events. These included: the Soccerex Global Convention at Manchester Central and a 'Connecting You' event organised by the Arts Council at the Houses of Parliament, both in September 2015; the Hall of Fame event at the Museum; Leaders in Sport Summit at Stamford Bridge in October 2015; and the Jules Rimet tour around Manchester in March 2016. Objects also travelled to numerous radio and television recordings.

A new Collections page was launched in September 2015 as part of the Arts Council funded Collections On-Line project. Viewers can search a selection from the collection, which gets added to on a regular basis, as well as create their own scrapbooks of objects and view online exhibitions.

The Collecting Cultures 'The Art of Football' project, funded by the HLF, is steadily progressing. A temporary display of artworks went on display in Spring 2016. Artists such as Gerald Cains have been approached and together with Dr Mike O'Mahony from Bristol University a workshop is planned later in 2016.

The Collections Manager worked with a consultancy group of international MBA students from Manchester Business School in Autumn 2015 on a project to determine the commercial potential of the Museum's images. A commercial agreement was then secured.

The Collections team received 559 enquiries during the year. 261 of these were donation, loan or sale offers for the collection. Enquiries for information ranged from academic or family history related matters to media and general enquiries.

Research visitors at Preston

In 2015-16, 82 visitors were recorded at the research centre at the Museum's Preston site. 41 of these were football historians and statisticians, 39 were academic researchers such as lecturers and students and 2 commercial enquirers. The Collections team made a big effort in 2015 to contact historians at football clubs and university history departments to promote the research site. The Collections team aim for the Museum to act as a central hub for football historians of all types, helping them and disseminating information.

We have successfully applied to the Designation Development Fund for a grant of £70,000 to 'Unlock the hidden history of women's football' in our collections. The Fund is administered by Arts Council England, which operates the Designations Scheme for collections.

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2016

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### Business Review 2015/16 (Continued)

#### 3.3 Research

**Making an important contribution to football research, particularly through the International Football Institute (IFI).**

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. Two PhD studentships are being co-supervised by Professor Hughson and the Museum's Director, Dr Kevin Moore and IFI has six PhDs in progress in total. Kevin Moore is a Visiting Fellow at IFI.

This year the IFI team presented at a number of major academic conferences around the world and produced a number of publications, as follows:

Hughson, John Ewing, 'Ways of Seeing, Ways of Telling: From Art History to Sport History', *The International Journal of the History of Sport*, 2015, pp. 1-5.

Hughson, John Ewing, "'Ten Years Ahead of His Time": The East End Elegance of Martin Peters', *Sport in History*, 35 (1), 2015, pp. 108-126.

Jackson, Alexander, "My big band of noble and heroic boys", Tom Maley and the Great War', *The Blizzard*, Issue 22, Autumn 2016.

Stone, D., Ellis, R. and Hughson, J. (eds.) *What is the Future of Sports History in Academia?*, London: Routledge, 2015.

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The Museum also has strong research links with the International Centre for Sports History and Culture at De Montfort University. Dr Kevin Moore is an honorary Visiting Research Fellow at the Centre. The Museum has also developed a partnership with the ground-breaking Centre for the Study of Football and its Communities, Manchester Metropolitan University. Kevin Moore is the inaugural Honorary Fellow at the Centre.

Good progress is being made with the Arts and Humanities Research Council (AHRC) funded PhD studentship under the collaborative doctoral awards scheme, with Dr Mike O'Mahony, Department of the History of Art, University of Bristol. This is a study of football art from 1863 to 1953.

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2016

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### Business Review 2015/16 (Continued)

The University of Cambridge has been awarded funding from the Arts and Humanities Research Council (AHRC) under a Doctoral Training Partnership (DTP), with at least 52 doctoral studentships available per year. The National Football Museum is delighted to have been invited to join the DTP Advisory Board at the University of Cambridge. NFM is also a partner in the equivalent AHRC-funded North West Consortium Doctoral Training Partnership (DTP), which is co-ordinated by the University of Manchester on behalf of a group of northwest universities. Kevin Moore has been asked to join the British Museum Collaborative Doctoral Partnership (CDP) Proposal Assessment Panel.

The National Football Museum is delighted to have been awarded a major grant by the Arts and Humanities Research Council (AHRC) under its Collaborate Doctoral Partnership (CDP) Scheme (£630,000). This award will fund nine PhD research studentships in partnerships between seven of Britain's sports museums and bidding universities. Other CDP award holders from the AHRC include the British Museum, the V&A and the Science Museum group.

### 3.4 Creative Programming

#### **Successfully launching two temporary exhibitions, continuing the Out of Play programme and creating a large number of highly successful events**

In collaboration with publishers Penguin Random House and the University of Reading Archive we ran the Ladybird Books: The Story of Football display in the museum's Game zone from 22 May 2015 - 17 January 2016. This fascinating display of original artwork from the Ladybird footballing classic The Story of Football, first published in 1964, took visitors on an illustrated journey through the history of the beautiful game.

Our Arts Council funded Out of Play: Technology & Football project culminated in the summer of 2015 with a season of commissions, artists' residencies and artefacts on display across the Museum. Highlights included the world premiere of Jer Thorp's immersive installation "The Time of the Game" which captured shared moments across the world during the 2014 FIFA World Cup, "SOCKET" an energy generating football and "Leg Shocker", a provocative electronic shin pad which gives painful feedback to players of football computer games!

A display to highlight some of the Museum's more unusual artefacts, ranging from the coracle once used by Shrewsbury Town to rescue balls from the River Severn next to their old Gay Meadow ground to Baddiel and Skinner's famous Fantasy Football League sofa went on display in July 2015.

In July and August 2015 football works by artist Darren Baker, best known for being one of the official portrait artists for Her Majesty the Queen in 2011, were on display in the Museum's Hall of Fame.

Our Memories of '66 HLF bid was submitted in August 2015 and approved in December. We launched the project, jointly funded by the Football Association, on 6 January 2016, taking the Jules Rimet trophy to an official event at the Royal Gardens Hotel, London - 50 years to the day the hotel hosted the 1966 World Cup Draw. Work commenced in January to create the 1966: World Cup Exhibition for both the Museum and Wembley Stadium. These exhibitions successfully opened in June and July respectively.

We closed the Heritage Lottery funded The Greater Game: Football and The First World War - a major exhibition that explored the role football played at home and at the front during the war years, and the myths and reality of famous stories from the conflict - after a very successful run - on 13th September 2015.

In September 2015, in collaboration with the Puskás Institute, we opened Ferenc Puskás: The World's Greatest Goal Scorer, an exhibition providing a career retrospective of Football's Top Scorer of the 20th century, captain of Hungary's 'Golden Team' and Real Madrid's European Cup record breaker, Ferenc Puskás.



# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

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### Business Review 2015/16 (Continued)

From September 2015 to January 2016 we displayed a newly commissioned piece of artwork, *By Far the Greatest Team: One City, Two Teams*, in the museum's Fans Zone. The Creative Programmes team in association with The Lowry Theatre and Manchester's Monkeywood Theatre commissioned the piece which explored football fandom in the city. The comic strip illustration, *By Far the Greatest Team*, was the creation of Artist Bob Moulder, whose previous work has included illustration for *Roy of the Rovers*.

Funded jointly by the Arts Council and games manufacturers EA Games and Sports Interactive we launched *The Pitch to Pixel: Football and Computer Gaming* exhibition on 23 October 2015 celebrating four decades of football gaming, from the first video game, *Intellivision Soccer*, to a 3D rendering of Sergio Agüero's head used in EA Sports' *FIFA 16*.

An exhibition of star objects from the Museum's collection - The Jules Rimet trophy won by England in 1966, a football used in the first World Cup final in 1930 and a copy of the FA's original laws of the game from 1863 - was created at the City of Manchester Stadium for the official visit to Manchester by Prime Minister David Cameron and Chinese President Xi Jinping.

In February 2016 *Kicker Conspiracy* opened in the museum's Fans Zone. Working in collaboration with Pride Sports, the exhibition presented a series of photographic works by John Early looking at the experiences of LGBT footballers.

In March 2016, working with the National Museum of Penny Slot Machines, we opened the *Vintage Old Penny Arcade* exhibition on level 2, displaying operational football inspired vintage amusement games. In the atrium the *Rugby League Cares* travelling exhibition was installed.

Also in March 2016 we put on display a selection of highlights from the Museum's art collection as part of our Heritage Lottery Fund Collecting Cultures project 'The Art of Football'. A number of artworks displayed were from 1953; the same year L.S. Lowry's iconic *Going to the Match* won the inaugural Football and Fine Arts competition arranged by The FA and the then newly-formed Arts Council.

Over the year a number of additional items were also added to the Museum's permanent displays including Vinnie Jones's Spitting Image puppet, Robbie Fowler's 'all cream' 1996 FA Cup final suit, the 1953 FA Cup winner's medal of footballing legend Stanley Matthews and a display about the history of the Homeless FA.

We were delighted to arrange showings for three films from the museum, the *Our Beautiful Game* immersive cinema show, the *A Minutes Silence* piece about stadium disasters and *Iron Fans* – a film about Chinese football fans produced by the museum as part of our *Harmonious Society* exhibition at the inaugural Chinese Football Film Festival in Beijing on 11th June.

To commemorate the visit of His Excellency Xi Jinping, President of the People's Republic of China, to Manchester on 23 October 2015 a new permanent display was opened. The display includes the Presidents gift to the National Football Museum - a replica ball from the ancient Chinese game of football, *Cuju*, which dates back over 2,200 years

A series of Chinese *Cuju* footballs and associated items, courtesy of the Linzi Football Museum also went on permanent display. The display highlights the partnership between NFM and Linzi working together to promote our shared objectives of communicating football culture to a world-wide audience.

Our 1966 World Cup exhibition opened with a VIP preview on 24 June. As part of the launch the Head of Creative Programmes gave a personal tour of the exhibition for our VIP guests – Sir Bobby Charlton, Roger Hunt and Jimmy Armfield. The exhibition celebrating the 1966 tournament will run until April 2017.

# THE NATIONAL FOOTBALL MUSEUM

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### Business Review 2015/16 (Continued)

The opening also marked the start of the museum's Memories of 66 project, a programme being developed in collaboration with the Sporting Memories Network that aims to use the power of football memories to reignite connections between generations and combat the effects of dementia, depression and loneliness in communities.

Also on 24 June a new exhibition of Paul Trevillion's unique artworks opened in the atrium. Paul is the world's leading sports artist. The Signature collection exhibition presents Paul's original sketches of the footballing stars immortalised in bronze in the museum's new Football Walk of Fame.

In addition to the Signature Collection a further series of Paul Trevillion's classic portraits of sporting greats went on display at the same time in the Game Zone. They demonstrate how Paul's pen and ink style bring the characters of these legends and their genius on the pitch to paper.

The display and unveiling in May 2016 of the only signed portrait of Winston Churchill, by Paul Trevillion, has been a great success. We were delighted that Gordon Taylor, Chief Executive, the PFA, unveiled the portrait, at an event which attracted great interest.

The Museum's joint venture with Woodland Trust to create a commemorative grove, as part of the English First World War Centenary Wood, to pay tribute to all those connected with football who were killed during the conflict was officially launched on 5 July. To coincide with the launch a new film 'For Club and Country' was added to the museum's immersive cinema and a new display with a database exhibit telling the story of football and the First World War was opened in the main galleries.

On 11 July, exactly 50 years to the day since the 1966 World Cup's opening match, we opened our 1966 commemorative exhibition adjacent to the Bobby Moore suite in Wembley Stadium.

### 3.5 Hall of Fame

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

In the new Museum we have created a dedicated Hall of Fame gallery, exploring the life stories of these legends of the game. This has proved to be highly popular with visitors. In the evening the Hall of Fame gallery can host dinners and corporate events for up to 500 guests. This year at the highly prestigious awards dinner the following players were inducted:

# THE NATIONAL FOOTBALL MUSEUM

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### Business Review 2015/16 (Continued)

- Ryan Giggs
- Gary Neville
- Norman Hunter
- Alan Mullery
- Faye White
- Stuart Pearce
- Gary Davies (Football for All Award)
- Ivor Allchurch
- Bob Crompton

The Museum is very grateful for the continued support of the PFA which makes the Hall of Fame event possible.

### 3.6 Learning and Community

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

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

The National Football Museum has an established range of schools programmes aligned to key stage learning requirements and has continued to welcome schools to the Museum despite the changing landscape in education establishments. The History of Football and Going to The Match are among the most popular offers. Our poet in residence, Paul Cookson, delivered his highly interactive sessions to over 300 Manchester primary school children.

Our ability to develop training packages, using the collection, has allowed us to further support national young offender's institutions in their delivery of basic numeracy skills through our First Division Programme. We have had additional interest from Manchester academies in this innovative route to teaching basic skills. Throughout our work with schools and groups our approach has been to make learning participative and relevant. While our learning team play a crucial role in this all Museum gallery staff contribute to this, as the feedback we receive demonstrates.

Learning for the Museum is not just about schools - our visitors both nationally and internationally enjoy the participation associated with guided tours particularly as this year, we are able to offer tours in most European Languages, Mandarin and Cantonese through our volunteer programme.

Our Collections and Exhibition's team have contributed to adult academic learning through lectures and conferences to local Manchester and national audiences. We delivered "Landscapes of Identity" to The Manchester History Festival and Menai Bridge: It's all about people not football" was well received at The Thomas Telford Centre.

We have further developed learning ties with our local universities. We delivered lectures to Manchester Metropolitan University and hosted a full day event for 50 tourism students from The Manchester University using the Museum as a case study.

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

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### Business Review 2015/16 (Continued)

Individual learning is an important part of the Museum's strategy. We have hosted six student placements where activities undertaken at the Museum have contributed to achieving formal qualifications. We have worked with a range of partners, such as Street League, If Programme and Back on Track; this has enabled us to support inclusion by giving opportunities to adults and young people to learn how to make correct choices as they move back into work or education.

Not all of our learning activity took place at the Museum. This year, again, our learning team participated in the Soccerex Family Festival at the Etihad Stadium. We are now very much part of the annual "Culture Shots" event which is a partnership between the Manchester Museums Group and Manchester Central University Hospitals NHS Foundation Trust. On the day at Manchester Children's Hospital children found out about football history through dressing up and object handling. Both adults and children participated with us at a range of events at the Manchester Children's Book Festival.

A key way in which the Museum engages with the local community is through its volunteer programme. The Museum's sector benefits greatly from the contribution of volunteers, likewise, involving volunteers in Museums can have a very positive social impact on communities. The National Football Museum has always involved volunteers on an ad-hoc informal basis. In line with the business plan and in order to follow best practice for publicly funded and socially aware organisations, a more structured volunteer programme was introduced.

By implementing a volunteer programme the Museum wants to achieve three key objectives:

1. To enhance the visitor experience and organisational productivity by providing additional services: having a business impact
2. To provide real benefits for people who become volunteers: having a social impact
3. To develop the skill sets of Museum staff who mentor volunteers: having an employee impact

These objectives can be put into the Manchester Context of:

- A major contribution to the economy of Manchester
- Supporting Manchester residents to move into employment

As an arts organisation contributing to the identity of Manchester for engaging volunteers to assist in various roles in a range of departments will allow the business more scope to achieve the National Football Museum's mission and vision of amazing collections, great exhibitions, football changes lives (through learning programmes) and superb service. The success of the volunteer programme will rest on mutual benefit for both the organisation and the volunteers.

A Volunteer Manager was appointed to develop an operational programme to achieve the objectives. At the end of the financial year there were 55 volunteers recruited to impact on the objectives of the programme. The Museum works with a range of partners including the Princes Trust, If Programme and Richmond Fellowship among others. Our partners tell us that our Volunteers placements are valuable to them as they are based in many instances on the needs of the volunteer - we build opportunities around their needs.

### 3.7 Marketing

#### Attracting over half a million highly satisfied visitors and users in Manchester during the year

The work of the marketing team contributed to ensuring that we served over half a million visitors and users in Manchester between 1 April 2015 and 31 March 2016

Key campaigns and highlights have included a successful summer family marketing campaign (summer 2015); a launch campaign for Pitch to Pixel, resulting in increased visitor demographic aged between 20 and 30; a Christmas campaign with a retail focus which saw visitor targets and retail increase by 4% on the previous year; the return of the Manchester Football Writing Festival (in partnership with Waterstones' Deansgate); a 'trophy tour' to generate awareness of the forthcoming 1966 exhibition; and the launch of a new website.

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2016

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### Business Review 2015/16 (Continued)

With challenging visitor targets, marketing and communications for 2015/16 needed to be clearly defined and targeted. The first quarter of 2015/16 saw us refreshing our 'general advertising' approach. Informed by visitor research and using an 'in-house' segmentation model, which breaks our visitors down into football types, the 'Open To All' campaign was launched pre-summer and featured images of real museum visitors and targeted families, tourists and football fans.

The summer campaign was driven in part by the Museum being a host venue for the Rugby World Cup Trophy Tour and used this as a basis for a 'summer playground' approach to marketing communications. Working with the RFU and Sale Sharks we put on a day of football and rugby activities which saw nearly 2,500 visitors through the door on the first Saturday of the summer holidays and over 200 new signs ups to the mailing list. Other events included the 'Blind Football Challenge' and a world record attempt with freestyler John Farnworth and filmed by BBC TV's MOTD Kickabout. At the end of the summer period, visitor figures were in line with set targets.

We once again partnered with Waterstones Deansgate on The Manchester Football Writing Festival; it continues to play an important role in building links with key football writers and showcasing our wider offering. Barry Glendenning wrote a great piece on The Greater Game in The Guardian on the back of his involvement with the festival). Overall ticket sales were slightly up on 2014.

In September we secured Museum president Sir Bobby Charlton to launch the Football Walk of Fame concept at Soccerex. This resulted in coverage which included the ITV regional TV news.

The Pitch to Pixel exhibition campaign saw visitors increase by 11% during the launch period in October and contributed to figures being 4% up on target over the final quarter. Over the course of the exhibition there was a marked increase in visitors aged between 20 and 30 and during the same period the dwell time of repeat visitors also rose, with 50% of repeat visitors staying for over 90 minutes. Higher dwell time invariably means a higher propensity to spend while on site.

The Christmas period as in previous years positioned the Museum as part of the city's offer and targeted those visiting Manchester for shopping, Christmas markets, dining etc. While Pitch to Pixel was an ongoing focus and a reason for people to visit, the main driver was around ensuring that passers-by and visitors were aware of our Christmas retail offer. The campaign contributed to an uplift of 4.7% on the previous Christmas retail period.

In the final quarter of the year we secured an online public vote for the Football Walk of Fame with The Mail Online, resulting in over 5,000 votes, and we started promotion of the 1966 World Cup Exhibition with a joint launch with The FA in January and a 'trophy tour' in March to coincide with the Jules Rimet trophy being stolen and found by Pickles the dog. We engaged stakeholders in the city, including the two major football clubs. The campaign resulted in extensive Twitter coverage (280,000 impressions on our own account and individual tweets by Northern Rail, MUFC, MCFC, MCC, MEN, Manchester Arndale, Archives Plus, Media City and The Corn Exchange) and we secured a spot on BBC TV Breakfast News where the Museum's Director Kevin Moore took the trophy into the studio and recounted the Pickles story.

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

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### Business Review 2015/16 (Continued)

Press and media coverage has continued to be strong in 2015/16 and is valued at over £3.5 million for the year. Highlights include coverage in Mail Online (Hall of Fame line up for 2015; Hall of Fame event 2015; Football Walk of Fame vote); MOTD and Match magazine (Christmas gift ideas); The Sun (regular coverage in family days out column); BBC3/Online (The Beautiful Gamers, presented by Dan Walker and using Pitch to Pixel as a backdrop); Unilad (Pitch to Pixel) regional BBC radio and TV and regional ITV (Hall of Fame event 2015); BBC Breakfast (Jules Rimet trophy/ Pickles the Dog) Sunday People (Hall of Fame event); along with regular coverage in the MEN; mentions on club websites and social (including MCFC, MUFC, Blackburn Rovers, Swansea, Spurs and Leeds United) and mention of the Museum in nearly all the national papers over the induction of Sun Jihai into the Hall of Fame to coincide with the Chinese President's visit to Manchester City. In total the Museum has been name checked or featured in nearly 600 articles. The 1966 exhibition attracted substantial national media coverage, including BBC TVs The One Show, Sky Sport News, BBC Breakfast, BBC Radios2s The Jeremy Vine Show (twice), and BBC Radio 2s 1966 World Cup Minute by Minute. The audience reach for the '66 coverage was 189,558,948 and the PR value £1,429,296.

We have continued to work with media buying agency AKA for buying advertising for larger campaigns (e.g. exhibitions, summer holidays). This allows us to make our advertising spend go further, typically saving 30% on advertised rates. We continue to benefit from free Google Adword advertising – worth \$10,000 dollars a month.

The launch of the new website in July 2015 has seen visits increase over the period by 2%. Users of the site are also up by nearly 2%. This figure doesn't take into account the days that Google Analytics wasn't operational, particularly around the site change-over. Bounce rate for visits to the online shop has reduced to 25% from 50%.

Social media has continued to be a key communication tool for the museum with continued engagement via the main platforms of Twitter, Facebook and Instagram. Facebook in particular saw the greatest growth, up from 6932 to 10,372 likes. In line with trends, growth in Twitter was slower but still saw nearly 3,500 new followers over the period with over 5.7 million impressions (people who have seen a National Football Museum tweet).

There has been some strong engagement from some influential social users; in particular an Instagram post and RT by Sergio Aguero for Pitch to Pixel saw the museum benefit from huge exposure and the Museum doubling its Instagram followers overnight.

### 3.8 Visitor Service and Commercial

#### Increasing visitor satisfaction, spend and commercial income

The business has gone through some changes and the operation looks and feels quite different to the team than it did last year, and indeed the visitor experience has been enhanced. The number of front of house volunteers have continued to grow and they have helped to deliver exceptional service and enhance the visitor experience, whether through meeting & greeting in the atrium, object handling or conducting guided tours of the collection.

A successful increased focus on visitor donations beginning of the year continues to grow charity revenue, with the conversion rate holding steady at around 20% of visitors donating, with weekends, match days and the Easter period seeing the conversion rate rise as high as 30%.

The improved Front of house experience leads to improved visitor feedback and an enhanced experience. TripAdvisor currently shows that we are 11th out of 161 things to do in Manchester, and demonstrates 82% of visitors scoring Excellent or Very Good.

The ability for a visitor to donate online through BT's My Donate service is also now available.

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

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### Business Review 2015/16 (Continued)

The changing exhibitions and introduction of Pitch to Pixel proved to be very popular with a number of initiatives splintering off from it. Much PR and awareness was focussed on the content, the partners, and the efforts made by all to make it a success. Swollen visitor numbers were seen as the main result, as well as significant press and media coverage.

The retail area continues to perform well with the new team gelling and working in a very clear manner with a very positive team effort. The way in which they design the shop on an almost day to day basis keeps it fresh, clean, and inviting.

Online sales have seen a significant increase which is due to the range being expanded and the check-out process being simplified. Bounce rate was previously sitting at around 50% as an average whereas now it has come down to 24% overall in the last 12 months.

Commercial partner conversations are underway with Elonex, JD Sports, MBNA, and Thames Clippers. These are conversations that have been happening for some time, and which take time to nurture into relationships.

The planning application for the screen has been formally denied; however, we have submitted an appeal.

In January we secured £50,000 sponsorship for The Football Walk of Fame from You-are-the-Ref.com, which allowed us to proceed with the initiative. We are very grateful to You-are-the-Ref.com for its support. Retail items have been launched in the shop albeit a small range to start with. We have a relationship with a product licensor with whom we will launch a number of lines in weekend magazine supplements and in other retail environments.

All team members worked hard to achieve results and with straightforward directives, managed to turn the bottom line around.

### 3.9 Financial Management

#### *Excellence in the management of financial resources*

The Finance team continues to strive to ensure that money from the public purse is spent efficiently and effectively. The Finance team works closely with other teams to provide management information on a timely basis to support decision making and to ensure value for money in everything that the museum does.

During the year we concentrated efforts on increasing visitor donations, and succeeded in growing these from £40,492 in 2015 to £200,176 this year. This successful strategy is set to continue. This has been achieved whilst maintaining other visitor spend.

Whilst it has been a challenging year for the Museum in terms of staff turnover, we have managed to turn around the finances of the Museum during the year, and can report a surplus of unrestricted income over expenditure of £21,665, compared with a deficit of £210,610 last year.

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

YEAR ENDED 31 MARCH 2016

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### Business Review 2015/16 (Continued)

#### 3.10 Leadership in the Museums Sector

##### *Providing leadership and expertise in the wider museums sector.*

The National Football Museum is increasingly asked to advise on best practice in the wider museums sector, including the globally rapidly-growing sports museums sector. This year advice has been given to a number of existing and planned museums in the UK and around the world. NFM has been hired by Rugby League Cares, the organisation responsible for the heritage of Rugby League, to advise on the development of a National Rugby League Museum.

NFM is the national museum advisor to the National Paralympic Heritage Trust (NPHT), to establish a heritage centre at Stoke Mandeville, the birthplace of the Games, with regional hubs, part funded by HLF. NFM has also agreed to be the North West regional hub for the NPHT.

The Museum's Director, Dr Kevin Moore, is Chair of the organisation of the UK's sports museums, the Sport in Museums Network, which was previously called the Sports Heritage Network. The network represents the UK's sports museums, including Wimbledon Lawn Tennis Museum, the World Rugby Museum, the MCC Cricket Museum, the British Golf Museum, the River and Rowing Museum, the National Horseracing Museum and the Hockey Museum. The SHN is recognised by Arts Council England as a Specialist Subject Network (SSN).

On behalf of the Sports in Museums Network, the Museum has been awarded a further grant of £129,000 from Arts Council England to develop the network over the next three years, developing its resilience, popularising and developing the website, [www.nationalsportsmuseumonline.org.uk](http://www.nationalsportsmuseumonline.org.uk), and using the power of sporting collections to enable museums to engage with the widest possible audiences, including those people who tend not to visit museums. Sport reaches, engages and arouses passions in people that other subjects cannot. Kevin Moore is also a Director of Silverstone Heritage Limited, a charity established to develop an £18 million museum at Silverstone motor racing circuit.

The Museum's Director Dr Kevin Moore was invited to speak at the following: Working Internationally Regional Project seminar in Bristol (funded by Arts Council England and ICOM UK); the Museum's Association Conference in Birmingham, in a joint session by the Association of Independent Museums (AIM) and the National Museums Directors' Council (NMDC); as a keynote at the conference of the Association of Scottish Visitor Attractions (ASVA) in Crieff; an Arts and Humanities Research Council (AHRC) conference to mark 10 years of the Collaborative Doctoral Award Scheme (CDAs) in Birmingham; an AHRC Collaborative Doctoral Partnership Consortium conference on research, at the British Museum; the Museum and Heritage Show, London; the conference for the European Museum of the Year Awards, Glasgow; the Association of Independent Museums annual conference, Bristol; the Doctoral Training Programme at the University of Cambridge; the Sport in Museums Network conference in Nottingham; Association for Cultural Enterprises annual conference, Telford; and The Future of Museums Conference, University of Freiburg. The Museum's Director Dr Kevin Moore has been appointed to Arts Council England Designation Scheme Panel.

#### **Future Plans**

Through its very strong partnership with Manchester City Council, the National Football Museum has continued to go from success to success.

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 ground-breaking learning and social inclusion programmes, which use the power of football to reach and help all our communities.

The Museum will also continue to develop its international profile through its long-standing highly successful partnership working with FIFA and UEFA. The Museum will take the world's greatest football collection, including the FIFA Collection, to the world.



# **THE NATIONAL FOOTBALL MUSEUM**

## **REPORT OF THE TRUSTEES**

**YEAR ENDED 31 MARCH 2016**

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### **Financial Review**

#### **General**

The Financial statements for the Museum for the year ending 31st March 2016 highlight the third complete financial year of trading for the Museum at its home in Manchester and a consolidation of the trading company activity since the move from Preston to Manchester. All funding arrangements are in place and Manchester City Council will continue with a direct grant funding arrangement. The Museum generated strong commercial income throughout the year.

#### **Detailed**

Total unrestricted income generated within the year was £2,904,545 of which £1,849,999 was received from Manchester City Council. The Museum met the balance of expenditure through small grants from other public bodies, and through trading and charitable activities.

#### **Funding Issues and Financial Management**

The long term funding agreement with Manchester City Council is in place ensuring the Museum's future. All Financial Policies & Procedures have been introduced and presented to management to protect the profitability of the Museum, reduce fixed costs and departmentalise the monthly figures, giving the managers more autonomy in their department. All procedures have been reviewed and audited by our external auditors who have reported no concerns.

#### **Pay policy for senior staff**

The directors consider the board of directors, who are the charity's trustees, and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. All trustees give of their time freely and no trustee received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in notes 12 and 25 to the accounts.

The pay of the senior staff is reviewed annually and normally increased in accordance with average earnings. In view of the nature of the charity, the directors benchmark against pay levels in other museums of a similar size run on a voluntary basis. The remuneration bench-mark is the mid-point of the range paid for similar roles adjusted for a weighting of up to 30% for any additional responsibilities. If recruitment has proven difficult in the recent past a market addition is also paid with the pay maximum no greater than the highest benchmarked salary for a comparable role.

#### **Subsidiary companies**

The museum owns the whole of the issued share capital of The National Football Museum (Trading) Limited, The National Football Museum at Urbis (Trading) Limited and World Football Museum Limited, 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 owns six collections of major historical significance. Details of the individual collections are included within note 15 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 21 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 twelve months running costs in order to effectively manage unforeseen circumstances.

# THE NATIONAL FOOTBALL MUSEUM

## REPORT OF THE TRUSTEES

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### 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).

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.

In approving the Trustees' Annual Report, the trustees have also approved the Strategic Report, in their capacity as directors of the charitable company.

This report was approved by the board on 28/09/2016 and signed on its behalf



Mr D J Martland – Secretary  
Urbis Building  
Cathedral Gardens  
Manchester  
M4 3BG

# **THE NATIONAL FOOTBALL MUSEUM**

## **INDEPENDENT AUDITORS' REPORT**

### **TO THE MEMBERS AND TRUSTEES OF THE NATIONAL FOOTBALL MUSEUM**

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We have audited the financial statements of The National Football Museum for the year ended 31 March 2016 which comprise the Group Statement of Financial Activities, the Group and the Parent Charitable Company Balance Sheet, the Group Charitable Company Cash Flow Statement and the related notes. 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 and to the charitable company's trustees, as a body, in accordance with regulations made under section 154 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable 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 charitable company and the charitable company's members as a body and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act. Our responsibility is to audit and express an opinion on the financial statements 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 financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's and the parent charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2016, and of the group's incoming resources and application of resources, including its income and expenditure, for the year 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.

#### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

## THE NATIONAL FOOTBALL MUSEUM

### INDEPENDENT AUDITORS' REPORT (CONTINUED)

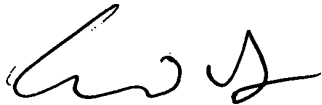
#### TO THE MEMBERS AND TRUSTEES OF THE NATIONAL FOOTBALL MUSEUM

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##### 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 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements 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  
9 Winckley Square  
Preston  
PR1 3HP

Date: 16/9/16

# THE NATIONAL FOOTBALL MUSEUM

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 31 MARCH 2016

		Unrestricted Funds £	2016 Restricted Funds £	Total Funds £	2015 Total Funds £
	<b>Note</b>				
<b>Income</b>					
Donations and legacies	3	209,037	-	209,037	44,551
Charitable activities	4	2,212,672	351,652	2,564,324	2,709,679
Trading activities	5	482,836	-	482,836	521,297
Other income	6	-	-	-	51
<b>Total income</b>		<b>2,904,545</b>	<b>351,652</b>	<b>3,256,197</b>	<b>3,275,578</b>
<b>Expenditure</b>					
Raising funds		401,106	-	401,106	364,315
Charitable activities		2,481,774	356,873	2,838,647	3,032,646
<b>Total expenditure</b>	7	<b>2,882,880</b>	<b>356,873</b>	<b>3,239,753</b>	<b>3,396,961</b>
<b>Net income/(expenditure)</b>		<b>21,665</b>	<b>(5,221)</b>	<b>16,444</b>	<b>(121,383)</b>
Transfers	20,21	11,870	(11,870)	-	-
<b>Net movement in funds</b>		<b>33,535</b>	<b>(17,091)</b>	<b>16,444</b>	<b>(121,383)</b>
Balances brought forward	20,21	13,995	4,861,677	4,875,672	4,997,055
<b>Balances carried forward</b>	<b>20,21</b>	<b>47,530</b>	<b>4,844,586</b>	<b>4,892,116</b>	<b>4,875,672</b>

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above. The surplus for the year for Companies Act purposes comprises the net incoming resources for the year net of unrealised profits and losses on investments and was £16,444 (2015: £121,383 deficit).


# THE NATIONAL FOOTBALL MUSEUM

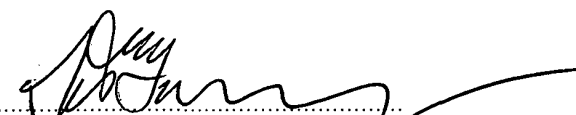
## CONSOLIDATED BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2016

	Note	Unrestricted Funds £	2016 Restricted Funds £	Total Funds £	2015 Total Funds £
<b>Fixed Assets</b>					
Tangible assets	14	269,129	3,379,540	3,648,669	3,697,186
Heritage assets	15	-	1,779,810	1,779,810	1,625,709
Investments	16	1	-	1	-
		269,130	5,159,350	5,428,480	5,322,895
<b>Current Assets</b>					
Stocks		50,899	-	50,899	82,257
Debtors	17	56,143	-	56,143	451,416
Cash at bank and in hand		49,058	85,236	134,294	31,557
		156,100	85,236	241,336	565,230
<b>Creditors: Amounts falling due within one year</b>	18	(377,700)	-	(377,700)	(612,453)
<b>Net current assets/(liabilities)</b>		(221,600)	85,236	(136,364)	(47,223)
<b>Total Assets Less Current Liabilities</b>		47,530	5,244,586	5,292,116	5,275,672
<b>Creditors: Amounts falling due after more than one year</b>	19	-	(400,000)	(400,000)	(400,000)
<b>Net Assets</b>		47,530	4,844,586	4,892,116	4,875,672
<b>Funds</b>					
Unrestricted funds	20	47,530	-	47,530	13,995
Restricted funds	21	-	4,844,586	4,844,586	4,861,677
		47,530	4,844,586	4,892,116	4,875,672

These financial statements were approved by the Board of Trustees on 08/09/2016 and are signed on their behalf by:

  
Mr P B Dermody - Trustee

  
Trustee

Company number: 03070670

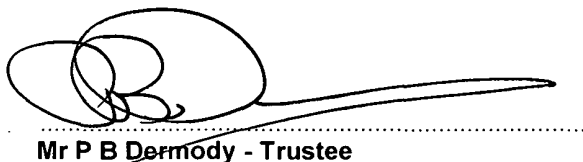
# THE NATIONAL FOOTBALL MUSEUM

## BALANCE SHEET OF THE COMPANY (LIMITED BY GUARANTEE)

FOR THE YEAR ENDED 31 MARCH 2016

	Note	Unrestricted Funds £	2016 Restricted Funds £	Total Funds £	2015 Total Funds £
<b>Fixed Assets</b>					
Tangible assets	14	269,129	3,379,540	3,648,669	3,697,186
Heritage assets	15	-	1,779,810	1,779,810	1,625,709
Investments	16	3	-	3	3
		269,132	5,159,350	5,428,482	5,322,898
<b>Current Assets</b>					
Stocks		-	-	-	14,052
Debtors	17	87,138	-	87,138	461,959
Cash at bank and in hand		11,588	85,236	96,824	11,378
		98,726	85,236	183,962	487,389
<b>Creditors: Amounts falling due within one year</b>	18	(320,328)	-	(320,328)	(534,615)
<b>Net Current assets/(liabilities)</b>		(221,602)	85,236	(136,366)	(47,226)
<b>Total Assets Less Current Liabilities</b>		47,530	5,244,586	5,292,116	5,275,672
<b>Creditors: Amounts falling due after more than one year</b>	19	-	(400,000)	(400,000)	(400,000)
<b>Net Assets</b>		47,530	4,844,586	4,892,116	4,875,672
<b>Funds</b>					
Unrestricted funds	20	47,530	-	47,530	13,995
Restricted funds	21	-	4,844,586	4,844,586	4,861,677
		47,530	4,844,586	4,892,116	4,875,672

These financial statements were approved by the Board of Trustees on 08/09/2016 and are signed on their behalf by:

  
Mr P B Dermody - Trustee

  
Trustee

Company number: 03070670

# THE NATIONAL FOOTBALL MUSEUM

## CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2016

	Note	2016		2015	
		£	£	£	£
<b>Cash provided by/(used in) operating activities</b>	<b>1</b>		344,937		(252,091)
<b>Cash flows from investing activities</b>					
Interest received		-		51	
Payments to acquire tangible fixed assets		<u>(242,200)</u>		<u>(47,267)</u>	
<b>Net cash used in investing activities</b>			(242,200)		(47,216)
<b>Net increase/(decrease) in cash and cash equivalents</b>			<u>102,737</u>		(299,307)
Cash and cash equivalents at beginning of year			31,557		330,864
<b>Cash and cash equivalents at end of year</b>			<u><u>134,294</u></u>		<u><u>31,557</u></u>



# THE NATIONAL FOOTBALL MUSEUM

## CONSOLIDATED CASH FLOW STATEMENT NOTES

FOR THE YEAR ENDED 31 MARCH 2016

### 1 Reconciliation of net movement in funds to net cash flow from operating activities

	2016 £	2015 £
Net incoming/(outgoing) resources	16,444	(121,383)
Donation in kind	-	(120,000)
Interest received	-	(51)
Depreciation	136,615	200,572
Decrease/(increase) in stocks	31,358	10,542
Decrease/(increase) in debtors	395,273	(235,973)
(Decrease)/increase in creditors	(234,753)	14,202
Net cash inflow from operating activities	<u>344,937</u>	<u>(252,091)</u>

### 2 Analysis of net funds

	1 April 2015 £	Cash flow £	31 March 2016 £
Cash at bank and in hand	31,557	102,737	134,294
Debt due within one year	-	-	-
Debt due after one year	(400,000)	-	(400,000)
Net (debt)/funds	<u>(368,443)</u>	<u>102,737</u>	<u>(265,706)</u>

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

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### 1 Accounting policies

#### **Legal form**

The National Football Museum is a company limited by guarantee as defined by the Companies Act 2006, incorporated in England and Wales. The registered office is Urbis Building, Cathedral Gardens, Manchester, M4 3BG.

#### **Basis of accounting**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) which became effective 1 January 2015 and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The National Football Museum meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

#### **Basis of consolidation**

The consolidated financial statements incorporate all assets and liabilities and income and expenditure of the wholly owned non-charitable subsidiaries.

As a consolidated Statement of Financial Activities is published, no separate Statement of Financial Activities for the charity alone has been presented as permitted by Section 408 of the Companies Act 2006.

#### **Reconciliation with previously Generally Accepted Accounting Practice**

These financial statements for the period ended 31 March 2016 are the first financial statements prepared in accordance with the Charities SORP FRS102. The transition date was 1 April 2014. In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP (FRS 102) the restatement of comparative items was required. No restatements were required.

#### **Preparation of the accounts on a going concern basis**

The trustees have at the time of approving the financial statements, a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

#### **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. Restricted grants are classified as charitable activities. This has resulted in a restatement of the prior year figure, with no net effect on income.

Donations and all other receipts from fundraising are reported gross and the related fundraising costs are reported in other expenditure. Cash collections to which the charity is entitled but which it has not received by the year end are included in incoming resources in the statement of financial activities and shown as debtors in the balance sheet. Investment income is accounted for when receivable.

Grants relating to fixed asset purchases are credited in full to the statement of financial activities in the year in which they are receivable. 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.

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

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### 1 Accounting policies (continued)

#### Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), no amounts are included in the financial statements for services donated by volunteers.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

#### 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.

Expenditure is classified under the following activities:

- Expenditure on raising funds are those costs incurred in attracting voluntary income, fundraising and trading activities undertaken by the subsidiaries.
- Expenditure on charitable activities are those costs incurred in running and operating the charitable Museum.
- Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. The basis on which support costs are allocated are set out in note 8.

#### Fund accounting

The group has a number of restricted income funds to account for situations where a donor requires that a donation must be spent on a particular purpose or where funds have been raised for a specific purpose.

All other funds are unrestricted income funds which are available for use in furtherance of the general objectives of the charity. Designated funds are unrestricted funds set aside for particular purposes.

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 CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

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### 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.

#### **Investments**

Fixed asset investments are stated at cost less provision for diminution in value.

#### **Stocks**

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in profit or loss.

#### **Operating leases**

Rentals payable under operating leases, including any lease incentives received, are charged against income on a straight line basis over the lease term.

#### **Employee benefits**

The group operates group personal pension arrangements. Contributions payable are charged to the Statement of Financial Activities in the year they are payable.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

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### 1 Accounting policies (continued)

#### **Taxation**

The Company is a registered charity and consequently there is no liability to taxation.

#### **Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at bank and in hand include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts.

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts allowed.

#### **Judgements and key sources of estimation uncertainty**

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

### 2 Results of the parent company

As permitted by Section 408 of the Companies Act 2006 these accounts do not include a separate SOFA for the parent charity. The results of the parent charity alone (including gift aid receipts from its subsidiaries, as detailed in note 16) are:

	2016 £	2015 £
Incoming resources	2,969,451	2,999,564
Resources expended	(2,953,007)	(3,120,946)
Net incoming movement in funds	<u>16,444</u>	<u>(121,382)</u>

### 3 Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2016 £	Total Funds 2015 £
Other grants and donations	209,037	-	209,037	44,551
	<u>209,037</u>	<u>-</u>	<u>209,037</u>	<u>44,551</u>

In the previous year, all of the income from donations and legacies was unrestricted.

### 4 Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2016 £	Total Funds 2015 £
Interactive sales	161,675	-	161,675	205,716
Visitor income	200,998	-	200,998	164,734
Grants	1,849,999	351,652	2,201,651	2,339,229
	<u>2,212,672</u>	<u>351,652</u>	<u>2,564,324</u>	<u>2,709,679</u>

In the previous year, income from donations and legacies comprised of £2,339,229 of restricted income and £370,450 of unrestricted income.

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

### 5 Income from trading activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2016 £	Total Funds 2015 £
Royalties & image sales	1,285	-	1,285	4,647
Sponsorship	58,755	-	58,755	65,730
Shop takings	329,404	-	329,404	351,858
Commissions	93,392	-	93,392	99,062
	<u>482,836</u>	<u>-</u>	<u>482,836</u>	<u>521,297</u>

In the previous year, all of the income from trading activities was unrestricted.

### 6 Other income

	Unrestricted Funds £	Restricted Funds £	Total Funds 2016 £	Total Funds 2015 £
Bank interest	-	-	-	51

In the previous year, all of the other income was unrestricted.

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

### 7 Total resources expended

	Unrestricted Funds £	Restricted Funds £	Total Funds 2016 £	Total Funds 2015 £
<b>Expenditure on raising funds</b>				
Purchases for resale	195,997	-	195,997	202,139
Other cost of sales	54,052	-	54,052	37,254
Costs of events	12,217	-	12,217	23,322
Wages and national insurance	138,840	-	138,840	101,600
	401,106	-	401,106	364,315
<b>Expenditure on charitable activities</b>				
Wages and national insurance	1,173,654	-	1,173,654	1,093,354
Pension costs	72,557	-	72,557	80,895
Education	2,035	-	2,035	4,473
Training	6,157	-	6,157	1,031
Rents, rates and water	15,167	-	15,167	27,171
Heat and light	194,502	-	194,502	223,878
Insurance	58,388	-	58,388	54,422
Repairs and maintenance	324,297	-	324,297	299,785
Cleaning	32,767	-	32,767	86,968
Exhibition costs	170	268,827	268,997	331,569
Marketing costs	242,486	-	242,486	313,777
Telephone	35,458	-	35,458	48,929
Printing, postage and stationery	22,542	-	22,542	17,725
Motor and travel expenses	27,880	-	27,880	24,082
Bad debts	(1,125)	-	(1,125)	3,929
General expenses	24,811	-	24,811	26,390
Software support	30,213	-	30,213	18,463
Bank charges	9,430	-	9,430	9,208
Legal and professional	22,688	-	22,688	31,195
Governance and support costs (note 8)	139,128	-	139,128	134,830
Depreciation - leasehold improvements	1,976	81,528	83,504	84,227
Depreciation - permanent exhibitions	11,005	6,518	17,523	23,603
Depreciation - fixtures	35,588	-	35,588	92,742
	2,481,774	356,873	2,838,647	3,032,646
	2,882,880	356,873	3,239,753	3,396,961

In the previous year, total resources expended comprised of £400,002 of restricted expenditure and £2,996,959 of unrestricted expenditure.



# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

### 8 Support and governance costs

	General support £	Governance function £	Total £	Basis of apportionment
Wages and national insurance	105,657	21,602	127,259	Allocated on time
Legal and professional	-	1,000	1,000	Governance
Audit and accountancy	-	9,350	9,350	Governance
Insurance	-	1,519	1,519	Governance
	<u>105,657</u>	<u>33,471</u>	<u>139,128</u>	

### 9 Analysis of expenditure on charitable activities

The total expenditure on charitable activities of £2,838,647 (2015: £2,923,315) all relates to the sole charitable activity of running the Museum.

### 10 Summary of analysis of expenditure and related income for charitable activities

	Running of Football Museum	Total
Costs	(2,838,647)	(2,838,647)
Grants and donations	2,410,688	2,410,688
Visitor income	362,673	362,673
Net cost funded from other income	<u>(65,286)</u>	<u>(65,286)</u>

### 11 Net Incoming Resources

Net incoming resources for the year are stated after charging:

	2016 £	2015 £
Cost of stock recognised as an expense	195,997	202,139
Depreciation of owned fixed assets	136,615	200,572
Operating lease rentals	21,604	21,364
Auditors remuneration		
Audit fees (group)	17,900	17,500
Other services	8,425	5,854

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2016

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#### 12 Analysis of staff costs, trustee remuneration and expenses and the cost of key management personnel

The aggregate payroll costs were:

	2016 £	2015 £
Wages and salaries	1,339,278	1,221,186
Social security costs	100,475	97,443
Pension costs	72,557	80,895
	<u>1,512,310</u>	<u>1,399,524</u>

One member of staff was paid an annual salary over £60,000 during the year (2015: one). Pension contributions in respect of the above employee totalled £15,467 for the year (2015: £15,205). No members of staff were paid an annual salary over £70,000 during the current or previous year.

Key management personnel were paid total employee benefits of £266,756 (2015: £263,072) during the year.

The trustees received no remuneration from the charitable group. A total of £698 (2015: £931) was paid to three trustees (2015: three) 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 £1,519 (2015: £1,555).

Redundancy payments of £30,182 (2015: £Nil) were incurred during the year. At the year end, redundancy payments of £18,437 (2015: £Nil) were outstanding.

#### 13 Staff numbers

The average number of employees analysed by function was:

	2016 No	2015 No
Collections and learning	8	8
Visitor experience	39	42
Operations	6	5
	<u>53</u>	<u>55</u>

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2016

#### 13 Staff numbers (continued)

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

	2016 No	2015 No
Collections and learning	5	5
Visitor experience	33	36
Operations	5	4
	<u>43</u>	<u>45</u>

#### 14 Tangible fixed assets

##### Group and charitable company

	Leasehold Improvements £	Permanent Exhibitions £	Plant & Office Equipment £	Total £
<b>Cost</b>				
At 1 April 2015	4,924,099	2,293,665	406,246	7,624,010
Additions	2,875	-	85,223	88,098
Disposals	-	-	-	-
At 31 March 2016	<u>4,926,974</u>	<u>2,293,665</u>	<u>491,469</u>	<u>7,712,108</u>
<b>Depreciation</b>				
At 1 April 2015	1,325,258	2,237,181	364,385	3,926,824
Disposals	-	-	-	-
Charge for the year	83,504	17,523	35,588	136,615
At 31 March 2016	<u>1,408,762</u>	<u>2,254,704</u>	<u>399,973</u>	<u>4,063,439</u>
<b>Carrying amount</b>				
At 31 March 2016	<u>3,518,212</u>	<u>38,961</u>	<u>91,496</u>	<u>3,648,669</u>
At 1 April 2015	<u>3,598,841</u>	<u>56,484</u>	<u>41,861</u>	<u>3,697,186</u>

Apart from general plant and office equipment, all of the above fixed assets are used for direct charitable purposes. Leasehold improvements include 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 Development Agency.

Permanent exhibitions relate to the long term stands and displays within the museum.

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2016

#### 15 Heritage assets

##### Group and charitable company

	Collection Items £	Total £
<b>Cost</b>		
At 1 April 2015	1,625,709	1,625,709
Additions	154,101	154,101
At 31 March 2016	<u>1,779,810</u>	<u>1,779,810</u>
<b>Carrying amount</b>		
At 31 March 2016	<u>1,779,810</u>	<u>1,779,810</u>
At 1 April 2015	<u>1,625,709</u>	<u>1,625,709</u>

The National Football Museum has the greatest publicly held collection on football in the world, totalling over 140,000 items. The collection has been awarded Designation status by Arts Council England, which means that it is officially recognised as a collection of both national and international significance.

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

The Museum has not capitalised the value of all 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.

One acquisition was made during the year, being the Chris Unger History of Women's Football Collection. In the previous year, a major acquisition was the statue of Michael Jackson, designed by Bill Mitchell. This previously stood outside Fulham FC's Craven Cottage Stadium in London. It has been very kindly donated to the Museum by Mr Mohamed Al-Fayed. Prior to the additions in the current and previous year, there had been no movement in the heritage assets owned by the Museum over the previous four accounting periods.

The following six collections are owned by the Museum:

#### The FIFA Langton Collection

This collection was acquired in 1999 from FIFA with the assistance of a grant from the Heritage Lottery Fund. The Collection reflects 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 thousands of items donated by 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 NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

### 15 Heritage assets (continued)

#### 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 Langton Collection, was purchased by the museum in February 2000, with the assistance of a grant from the Heritage Lottery Fund. As with the FIFA Langton 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 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 Chris Unger History of Women's Football Collection

In 2015 the Museum made a successful bid to the Heritage Lottery Fund to purchase the Chris Unger History of Women's Football Collection, the greatest collection on the history of women's football. The collection includes an exhaustive range of materials from balls, boots, medals and merchandising to printed ephemera, drawn from England, USA and 30 other countries.

A number of collections are also on loan to the Museum.

### 16 Fixed Assets Investments

	Group		Charitable company	
	2016	2015	2016	2015
	£	£	£	£
Investments in subsidiaries	-	-	3	3
Investments in associates	1	-	1	-
	<u>1</u>	<u>-</u>	<u>4</u>	<u>3</u>

The charitable company has a 100% shareholding in each of The National Football Museum (Trading) Limited (company number 04400619), National Football Museum at Urbis (Trading) Limited (company number 07539263) and World Football Museum Limited (company number 08963677), as well as a 33% shareholding in Football Walk of Fame Limited (company number 09849104), all companies incorporated in England and Wales.

The National Football Museum (Trading) Limited and National Football Museum at Urbis (Trading) Limited have principal activities of commercial operations at the Preston and Manchester sites respectively. World Football Museum has the principal activity of the production and promotion of overseas football exhibitions and related events and the evaluation of options for establishing a World Football Museum in England. Football Walk of Fame Limited has the principal activity of creating a football walk of fame at the Manchester site.

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

### 16 Fixed Assets Investments (continued)

The details of the subsidiaries and the results for the year are as follows:

		2016	
	The National Football Museum (Trading) Limited £	National Football Museum at Urbis (Trading) Limited £	World Football Museum Limited £
Turnover	1,284	844,224	-
Cost of sales and other direct costs	-	(250,049)	-
Administrative expenses	(1,195)	(174,341)	-
Profit before gift aid	89	419,834	-
Gift aid to charity	(89)	(419,834)	-
Profit for the year	-	-	-

		2015	
	The National Football Museum (Trading) Limited £	National Football Museum at Urbis (Trading) Limited £	World Football Museum Limited £
Turnover	4,647	887,100	-
Cost of sales and other direct costs	-	(211,854)	-
Administrative expenses	(1,144)	(163,564)	(1,063)
Profit/(loss) before gift aid	3,503	511,682	(1,063)
Gift aid to/(from) charity	(3,503)	(511,682)	1,063
Profit for the year	-	-	-

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

### 16 Fixed Assets Investments (continued)

	2016		
	The National Football Museum (Trading) Limited £	National Football Museum at Urbis (Trading) Limited £	World Football Museum Limited £
Current assets	3,098	118,454	1,051
Current liabilities	(3,097)	(118,453)	(1,050)
Net assets	<u>1</u>	<u>1</u>	<u>1</u>
Ordinary £1 shares	<u>1</u>	<u>1</u>	<u>1</u>

	2015		
	The National Football Museum (Trading) Limited £	National Football Museum at Urbis (Trading) Limited £	World Football Museum Limited £
Current assets	5,046	204,661	960
Current liabilities	(5,045)	(204,660)	(959)
Net assets	<u>1</u>	<u>1</u>	<u>1</u>
Ordinary £1 shares	<u>1</u>	<u>1</u>	<u>1</u>

Football Walk of Fame was incorporated on 30 October 2015 and did not trade in the period to 31 March 2016. At 31 March 2016, there were current assets of £3 and net assets of £3, represented by the 3 Ordinary £1 shares.

### 17 Debtors

	Group		Charitable company	
	2016 £	2015 £	2016 £	2015 £
Trade debtors	35,300	291,035	2,249	177,350
Taxation and social security	775	47,660	20,911	63,952
Other debtors	7,372	19,893	6,282	15,377
Amounts due from subsidiary	-	-	45,000	115,010
Gift Aid receivable	-	-	-	1,547
Prepayments	12,696	92,828	12,696	88,723
	<u>56,143</u>	<u>451,416</u>	<u>87,138</u>	<u>461,959</u>

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

### 18 Creditors: Amounts falling due within one year

	Group		Charitable company	
	2016	2015	2016	2015
	£	£	£	£
Trade creditors	199,877	322,503	159,768	265,242
Taxation and social security	23,799	24,580	23,799	24,580
Other creditors	4,268	14,811	-	13,542
Deferred income	-	160,067	-	154,167
Accruals	149,756	90,492	136,761	77,084
	<u>377,700</u>	<u>612,453</u>	<u>320,328</u>	<u>534,615</u>

Deferred income relates to grants and sponsorship received in advance as follows:

Balance at 1 April 2015	160,067	200,316	154,167	191,466
Amount released to income	(160,067)	(200,316)	(154,167)	(191,466)
Amount deferred in the year	-	160,067	-	154,167
Balance at 31 March 2016	<u>-</u>	<u>160,067</u>	<u>-</u>	<u>154,167</u>

### 19 Creditors: Amounts falling due after more than one year

	Group		Charitable company	
	2016	2015	2016	2015
	£	£	£	£
Chattel mortgage	<u>400,000</u>	<u>400,000</u>	<u>400,000</u>	<u>400,000</u>

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).

### 20 Analysis of movements in unrestricted funds

	Group	Charitable Company
	£	£
At 1 April 2015	13,995	13,995
Movement in resources	21,665	21,665
Transfers from restricted funds	11,870	11,870
At 31 March 2016	<u>47,530</u>	<u>47,530</u>

The unrestricted funds represent the free funds of the charity which are not designated for particular purposes.



# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

### 21 Analysis of movements in restricted funds

#### Group and charitable company

	Balance at 1 April 2015 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2016 £
HLF grant - capital	2,609,310	-	(69,314)	-	2,539,996
Collections fund	1,225,709	154,101	-	-	1,379,810
NWDA grant - capital	830,625	-	(17,972)	-	812,653
Other capital grants	25,177	-	-	-	25,177
Museum & Galleries Improvement fund	2,474	-	(760)	-	1,714
Football Foundation, Football League & Arts Council	50,984	84,154	(176,492)	41,354	-
Other grants and donations	117,398	113,397	(92,335)	(53,224)	85,236
Total restricted funds	<u>4,861,677</u>	<u>351,652</u>	<u>(356,873)</u>	<u>(11,870)</u>	<u>4,844,586</u>

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 Collections 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. 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 'Football Foundation, Football League and Arts Council' fund relates to specific projects including Out of Play, Designation Development Fund and Next Level – Pitch to Pixel. All costs incurred for these projects will be restricted and allocated against the fund.

Other grants and donations comprise various projects including: Sports Heritage Network, The Art of Football, The Greater Game and Memories of '66.

### 22 Members

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. The members of the company are the trustees. 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.

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2016

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### 23 Retirement benefit schemes

#### Defined contribution schemes

The group operates a defined contribution pension scheme in respect of its employees. The assets of this scheme are held separately from those of the group in independently administered funds. At the year end, contributions payable to the fund that are included in creditors totalled £6,571 (2015: £6,646).

The charge to the Statement of Financial Activities in respect of defined contribution schemes was £72,557 (2015: £80,895).

### 24 Operating lease commitments

At the balance sheet date the group and charitable company had annual commitments under non-cancellable operating leases as set out below:

	2016 £	2015 £
Within one year	19,936	20,819
Between two and five years	5,335	24,076
	<u>25,271</u>	<u>44,895</u>

### 25 Related party transactions

#### Group

During the year, the group made purchases of £40,572 (2015: £50,433) from Communicate Better, a technology company in which a close family member of a trustee of the Museum is in a senior role. The transactions were undertaken on an arm's length basis.

#### Company

During the year, the company made purchases of £40,572 (2015: £50,107) from Communicate Better, a technology company in which a close family member of a trustee of the Museum is in a senior role. The transactions were undertaken on an arm's length basis.

The company has taken advantage of the exemption conferred by Section 1 FRS102 from disclosing transactions covered by Section 33 FRS102, namely any entered into between two or more members of the group, provided that any subsidiary which is party to the the transaction is wholly owned by such a member.