

Company No: 03070670

THE NATIONAL FOOTBALL MUSEUM

**TRUSTEES' REPORT AND
CONSOLIDATED ACCOUNTS**

FOR THE YEAR ENDED

31 MARCH 2014

Charity Number 1050792



THE NATIONAL FOOTBALL MUSEUM

ACCOUNTS

YEAR ENDED 31 MARCH 2014

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THE NATIONAL FOOTBALL MUSEUM

COMPANY INFORMATION

Chairman	Mr P Dermody
Trustees	Mr F Ali Mr M Amesbury (resigned 28 June 2013) Mr S Barker Ms R Battle Sir H Bernstein Professor S J Broomhead Mr P Dermody Ms M Digby Mr J Farquharson Lord R Faulkner Mr C Memmott Mr A McNee (resigned 20 October 2013) Mr E P O'Rourke (appointed 12 June 2014) Mr N Paske Mr I Penrose Ms V S Rosin (resigned 13 March 2014) Ms M Stevenson Mr H Swain (resigned 4 June 2014) Mr G Thompson
Secretary	Mr D Martland
Registered office	Urbis Building Cathedral Gardens Manchester M4 3BG
Company number	03070670
Charity number	1050792
Auditor	Moore and Smalley LLP Chartered Accountants & Registered Auditor Richard House Winckley Square Preston PR1 3HP
Bankers	HSBC Bank Plc 49a Fishergate Preston PR1 8BQ
Solicitors	Brabners Chaffe Street 7-8 Chapel Street Preston PR1 8AN

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

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 2014.

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

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

Objectives and activities of the Museum

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

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

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Objectives and activities of the Museum (continued)

How does the Museum achieve its goals?

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

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

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

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

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

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

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

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

A National and International Museum

The National Football Museum is the leading football museum in the world, holding the *world's* finest collection of football artefacts, including the FIFA Collection. The collections have been awarded Designation status under the scheme operated by Arts Council England.

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 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

TRUSTEES ANNUAL REPORT

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Objectives and activities of the Museum (continued)

The National Football Museum has advised many current and planned football club museums in England and a number of club museums overseas. We have also advised the projects to establish national football museums in Spain, the Netherlands, Germany, Brazil, Japan, Korea and Uruguay, which are supported by the football associations in each country. In addition, we have advised and worked in partnership with the Scottish Football Museum and the Welsh Football Collection, which is held by Wrexham County Borough Museum. The Museum has developed strong partnerships with the Everton Collection Charitable Trust, 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.

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 Director are submitted to, and discussed at, each of these meetings. New Trustees can be appointed by ordinary resolution at these meetings. Trustees are appointed for a period of three years. Trustees can be reappointed.

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

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

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Organisation/management of the Museum (continued)

Name	Date of Appointment	Date of Re-election
Ms M Stevenson	1 November 2003	AGM 2016
Mr P Dermody	1 July 2004	AGM 2016
Mr S Barker	2 July 2009	AGM 2015
Ms M Digby	20 July 2005	AGM 2014
Mr J Farquharson	7 November 2005	AGM 2014
Mr F Ali	26 March 2007	AGM 2016
Mr C Memmott	16 November 2007	AGM 2016
Mr I Penrose	16 November 2007	AGM 2016
Mr G Thompson	16 November 2007	AGM 2016
Sir Howard Bernstein	9 June 2010	AGM 2016
Professor S J Broomhead	9 June 2011	AGM 2014
Lord R Faulkner	8 September 2011	AGM 2014
Ms R M Battle	14 June 2012	AGM 2015
Mr N J Paske	14 June 2012	AGM 2015
Mr E P O'Rourke	12 June 2014	AGM 2017

Mr A McNee resigned as a trustee on 20 October 2013.

Ms V S Rosin resigned as a trustee on 13 March 2014.

Mr H P Swain resigned as a trustee on 4 June 2014.

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report

1. *Introduction*

This has been a further excellent year for the National Football Museum (NFM). The Museum has continued to build on the successful opening of its new museum displays in Manchester. The reaction to the new Museum from the football community, the media and above all the public has continued to be outstanding and the Museum attracted 400,000 visitors during the year. Over 20 per cent of these visitors were from overseas, demonstrating the major tourism impact of the Museum. NFM is the most visited stand-alone sports museum in the world, i.e. one which is not an integral part of a tour of a sports stadium.

Manchester City Council (MCC) is providing revenue funding of £1.9 million for a minimum ten-year period, with MCC also undertaking to separately fund the maintenance of the Urbis building. Thanks to this revenue funding from MCC, admission to the Museum is free. MCC also underwrote the £8.5 million capital funding required to create the new Museum. Just under £4 million for the capital project was secured from the European Regional Development Fund (ERDF).

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).

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 further develop its highly successful Hall of Fame and in addition will also expand and develop its groundbreaking learning and social inclusion programmes, which use the power of football to reach and help all our communities. The Museum will also continue to develop its international profile, through its long-standing highly successful partnership working with FIFA and UEFA.

A major development during the year has been that the National Football Museum's collection has been recognised by the Designation Scheme administered by Arts Council England. This identifies NFM's collection as one of the pre-eminent collections of national and international importance held by England's museums, libraries and archives, outside of central government funded national institutions, such as the British Museum, the British Library and the Public Records Office. NFM's collections are therefore "a vital part of our national cultural and artistic heritage."

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 fulfil its outstanding potential. The partnership with MCC has enabled the Museum to open the exciting, new, world-class museum in the Urbis building.

THE NATIONAL FOOTBALL MUSEUM

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Strategic Report (continued)

2. *Stakeholders (continued)*

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 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 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 is supporting 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.

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

We are pleased that International MBA students from the Manchester Business School, University of Manchester, have worked on a further four consultancy projects for NFM, for no charge. Their findings are of great value to the Museum in its development. The Museum is also developing further links with the University of Manchester, Manchester Metropolitan University and the University of Salford.

The Museum has become a partner in 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 NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report (continued)

3. Key Achievements

Key achievements in the period from 1 April 2013 have included:

3.1 *The new National Football Museum*

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

3.2 *Collections*

Being awarded Designation status by Arts Council England (ACE) for the world's finest collection of football artefacts, including the FIFA 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 and creating a large 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.

3.7 *Marketing and Commercial*

Attracting over 400,000 highly satisfied visitors during the year.

3.8 *Finance and Operations*

Excellent performance in finance and operations

3.9 *Human Resources (HR)*

Excellent performance in HR

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report (continued)

3.10 Leadership in the Museums Sector

Providing leadership and expertise in the wider museums sector.

3.1 The new National Football Museum

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

The new 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 new 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 continued to be overwhelmingly positive, with visitor numbers exceeding initial projections. The Museum is a huge hit with visitors and is a major new tourist attraction and cultural facility. This compares to previous figures of 100,000 visitors per annum at the Museum's Preston site.

The reaction from visitors has been extremely positive, as evidenced by visitor comments cards, visitor surveys and ratings online, such as on Trip Advisor. Visitor satisfaction in surveys is 98%. The Museum has been awarded a Trip Advisor Certificate of Excellence Award.

Media reaction has continued to be extremely positive, as the following sample demonstrates:

'The New National Football Museum in Manchester is World Class.'

The Guardian

'The best museum about the best game. Intriguing, captivating and a whole lot of fun, the Football Museum perfectly captures our shared sense of obsession. It is not just the game itself that is so celebrated here, it is our involvement in it: the spirit of the fan informs every inch of the place.'

Jim White, The Telegraph

'You walk out into the triumphant Manchester spring feeling warmth, love even, towards football and its history, and convinced of Germaine Greer's words, emblazoned on the wall, "Football counts as culture just as much as opera does.'

Tanya Aldred, The Telegraph

'The National Football Museum has been an incredible addition to the City's tourism offering. Few attractions have burst onto the scene with the success the NFM has seen. This is thanks to not only the football fans around the world that have paid a visit – but to the team at the NFM who tell the story of *the beautiful game* with such creativity and passion.'

Marketing Manchester

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Strategic Report (continued)

3.1 *The new National Football Museum (continued)*

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 by Greater Manchester Chamber of Commerce as £16.8 million p.a.

3.2 *Collections*

Being awarded Designation status by Arts Council England (ACE) for the world's finest collection of football artefacts, including the FIFA Collection.

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

The National Football Museum's collection has been recognised by the Designation Scheme administered by Arts Council England. This identifies NFM's collection as one of the pre-eminent collections of national and international importance held by England's museums, libraries and archives, outside of central government funded national institutions (e.g. British Museum, British Library, Public Records Office). NFM's collections are therefore "a vital part of our national cultural and artistic heritage."

In quality and significance this places NFM's collection as equal to collections such as those held by the Ashmolean Museum in Oxford, Manchester Art Gallery and the Fitzwilliam Museum in Cambridge. This is the first sports collection to be Designated and also the first which reflects an aspect of popular culture. Designation is an endorsement that football heritage is central to English culture and modern society. The National Football Museum is the youngest organisation to hold a Designated Collection.

Significant acquisitions by gift during the year have included:

- A Len Shackleton England shirt – one of only five appearances by the 'Clown Prince of Soccer' for England, although he has been inducted into the Museum's Hall of Fame.
- Programme for Aston Villa v Bristol City, 1909. This is now the oldest programme in the museum's permanent collection.
- Press cuttings, letters and shirt badges that belonged to the player who is said to have been the world's first professional footballer, Fergus Suter.

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Strategic Report (continued)

3.2 Collections (continued)

- England cap of Sam Wadsworth from 1923 donated by family friends in Holland ('sending it home') where he subsequently became manager of PSV Eindhoven. Wadsworth played for Blackburn Rovers prior to volunteering to join up for WW1. Blackburn rejected him on his return because of his injuries, but he recovered to play in the all-conquering Huddersfield Town team and to captain England.
- Two drums used in WW1 by the 17th Service Battalion of the Middlesex Regiment, better known as the Football Battalion, donated by the grandson of William Joynson-Hicks, who formed it.
- The tie worn by Sky TV presenter Jim White on transfer deadline day. This secured a huge amount of publicity, including coverage on Sky of Jim handing over the tie at the Museum.
- The Michael Jackson statue from Fulham FC, donated by Mr. Mohamed Al Fayed.

The Museum has also continued to borrow outstanding items for display, to mark particular anniversaries and events. The family of Hall of Fame inductee Joe Mercer loaned some of his personal items for a small display to mark the centenary of his birth in August 2014. Mr. Martin Kelman has loaned unique material relating to the 1950 World Cup and England's ignominious defeat to the USA at the tournament.

The Museum has continued its programme of bringing great artworks on loan from other galleries to a new audience. Highlights in the year included: 'Any Wintry Afternoon' by Christopher Nevinson, on loan from Manchester City Galleries; and Sam Taylor-Wood's famous video portrait of a sleeping David Beckham, on loan from the National Portrait Gallery.

The Museum has loaned items to: the FA's centre St Georges Park; Harvey Nichols stores in Manchester and Dubai; Derby QUAD arts centre, for its football exhibition, 'The Pride and the Passion'; Wolverhampton Wanderers FC; Barnsley Museum and Discovery Centre; Rotterdam FC Museum; FC United; the Harris Museum in Preston; and the University of Central Lancashire.

The Museum has secured a grant of £77,000 from the Designation Development Fund administered by Arts Council England. This will be used to increase access to the collections. A two-year project will develop an on-line catalogue and exhibition facility for the Museum's website to make the collections available to the widest possible audience.

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report (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. Three PhD studentships are being co-supervised by Professor Hughson and the Museum's Director, Kevin Moore and IFI has eight PhDs in progress in total. Kevin Moore is a Visiting Fellow at IFI.

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

Outputs at IFI this year included a number of major publications and conference presentations. Kevin Moore was a keynote speaker at a conference on the Brazil 2014 FIFA World Cup at the University of Oxford. He also accepted invitations to speak at: the De Montfort University conference on the FIFA World Cup at the British Library, organised by Dr Jean Williams, of the International Centre for Sports History and Culture; and (by Skype, due to work commitments), at a major conference on football, held in Sao Paulo, Brazil. Moore was also a speaker at the annual 'Historians on Sport' event at the International Centre for Sports History and Culture, De Montfort University. His publications during the year were:

Moore, K., 'Sport history, public history and popular culture: a growing engagement', *Journal of Sport History*, Volume 40, No.1, (2013): 39-55.

Moore, K., 'Football in the Olympic and Paralympics', *Sport in Society: special issue - The Olympic Games: Meeting New Global Challenges* (2014): 1-17.

NFM Collections Officer Alex Jackson spoke at: the Football 150 Conference at NFM; the British Society of Sports History Annual Conference; the conference of the MMU Sport and History Leisure Group and the British Society of Sports History (North-West Group); and the 83rd Annual Anglo-American Conference of Historians. His publications during the year were:

"That Prince of speed raisers": James Q. McPherson and former pedestrians as Association Football trainers in the 1900s', in *Pedestrianism*, edited by Dave Day of Manchester Metropolitan University, 2014

'F.A. Cup Final Referee May be on Dole': The life and times of Harry Nattrass, *The Blizzard*, issue 10, 2013.

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Strategic Report (continued)

3.3 Research (continued)

The head of the IFI, Professor John Hughson, has spoken at: the North American Society for Sport History Annual Conference, Halifax, Nova Scotia, Canada; FIFA World Cup conference at the University of Oxford (keynote speaker); and at the British Library, London. His publications during the year were:

Hughson, J. and Skillen, F. (eds.) *Football in Southeastern Europe: From Ethnic Homogenization to Reconciliation*, London: Routledge, 2014.

Hughson, J. "Ten years ahead of his time": the East End elegance of Martin Peters', *Sport in History* (special issue on sport and fashion), forthcoming 2014.

Reilly, J., Clayton, J. and Hughson, J. 'Uniting Sport and Heritage: an evaluation of the 'Our Sporting Life' exhibition programme', *Cultural Trends*, 23:1, pp. 42-55, 2014.

Hughson, 'Watching the Football with Raymond Williams: A reconsideration of the global game as a 'wonderful game'', in J. Scherer and D. Rowe (eds.) *Sport, Public Broadcasting and Cultural Citizenship: Signal Lost?*, New York / London: Routledge, (283-299) 2013.

Hughson J., Editor's introduction to 'Football in South Eastern Europe: From Ethnic Homogenization to Reconciliation?' a special issue of *Sport in Society*, 16:8, pp. 943-944, 2013.

Hughson, J. 'The Postmodernist Always Rings Twice: Reflections on the "New" Cultural Turn in Sports History', *International Journal of the History of Sport*, 30:1, pp. 35-45, 2013.

Adams, I. and Hughson, J. 'The first ever anti-football painting'? A consideration of the soccer match in John Singer Sargent's *Gassed*', *Soccer & Society*, forthcoming, 2013.

He has two forthcoming books:

Hughson, J. *England and the 1966 World Cup: A Cultural History*. A monograph contracted with Manchester University Press, scheduled for publication in 2016.

Hughson, J., Maguire, J., Spaaij, R. and Moore, K. (eds.) *The Routledge Handbook of Football Studies*. An edited volume contracted with Routledge, scheduled for publication in 2015.

Other members of the IFI team, who publish extensively in the field of sport studies, including football, are the internationally renowned scholars Professor Wray Vamplew and Dr. Boria Majumdar.

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Strategic Report (continued)

3.3 Research (continued)

The IFI's two-year Research Associate, endorsed by the FA, and fully funded by UCLan, Dr. Jane Clayton, played a key role in organising the major international conference the Museum held, in partnership with IFI and De Montfort University, to celebrate the FA's 150th anniversary in 2013. This was held at the Museum over three days in September 2013, attracting over a hundred scholars from around the world. Papers from the conference will be published as a double special issue of the academic journal, *Soccer and Society*.

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 Museum was a key partner in the Manchester Business School Football Business Summit, held at Stationer's Hall in London. Speakers included Museum Trustee Ian Penrose and Director Kevin Moore.

3.4 Creative Programming

Successfully launching two temporary exhibitions and creating a large number of highly successful events

The Museum's *Strike A Pose: 50 years of football and fashion*, continued to draw large audiences and critical acclaim until the end of its run in August 2013.

In July 2013 the Museum opened the exhibition *Hey'Ya – Arab Women in Sport*. Commissioned by Qatar Museums Authority, *Hey'Ya*, is an exhibition by the internationally renowned photographer Brigitte Lacombe and documentary maker Marian Lacombe. *Hey'Ya*, the title of the exhibition, is Arabic for 'Let's Go', reflecting the athletes' energy and enthusiasm. The exhibition featured a series of large-scale photographs of Arab sportswomen, from beginners to Olympians, from 20 different Arab countries, shown alongside videos by Marian Lacombe.

The exhibition was conceived by Qatar Museums Authority to encourage more Arab girls to participate in sports and has come to NFM as part of the Qatar UK 2013 Year of Culture celebrations. Qatar UK 2013 is a programme of cultural exchanges and events in Qatar and the UK coordinated by the British Council and Qatar Museums Authority which aims to forge new and support existing partnerships between the two countries in the arts, education, sport and science, while promoting an awareness and appreciation of each country's culture, achievements and heritage.

As well as attracting substantial national and international media coverage, visitor comments included: 'An inspiring exhibition of a not very often told story of Arab girls and sports'; 'Great exhibit! It's awesome to see publicity for more inclusion of women in sports'; 'Beautiful images and utterly inspiring - sport for all. Thank Ya!' The exhibition subsequently travelled to Hungary for the next leg of a global tour.

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Strategic Report (continued)

3.4 *Creative programming (continued)*

For the 125th anniversary of the foundation of the world's first football league, the Football League funded an exhibition at the National Football Museum which opened in September 2013, titled 'Game Changers: 125 years of the Football league'. All 72 Football League clubs contributed material for the exhibition and there was a special feature on George Best to coincide with the 50th anniversary of his league debut. The exhibition also featured art commissions funded as part of the Arts Council England Strategic Support project, Out of Play (see 3.6 below for details). Star attractions in the display included George Best's mini car, his 1968 Football Writers' Association Player of the Year trophy, and letters he sent back to his family when he had just started playing for Manchester United, in 1963.

The Museum displayed items relating to the Civil Service Football Club. This is the oldest surviving Association Football club in the world, the only surviving club from those that founded the FA on 25 October 1863. Because of its unique place in football history, Civil Service FC was recently invited to play the first football match ever held at Buckingham Palace by Prince William.

The Museum celebrated the 150th anniversary of the Northern League by displaying a number of significant items from its history. This is the second oldest football league in the world, founded in 1864. In addition, the Northern League commissioned Stuart Clarke to provide an exhibition of his photographs taken at the start of the season depicting their fans and players in the Museum's ground floor Hall of Fame Gallery. Gary Pallister opened the displays at NFM on 23 January with a coach party of Northern League officials and supporters in attendance.

We have also continued to display on a regularly changing basis works by contemporary artists. This has included the very moving work 'From the Heart' by the artist Gecko, to mark the 25th anniversary of the Hillsborough disaster. The 96 canvases each represent an individual who died in 1989, including Gecko's friend, Carl Brown.

With funding from the Belgian Tourist Board and the Belgian Football Federation, a display was held in the Hall of Fame in April, highlighting the Belgian players in English football. Football Against Racism Europe (FARE) held an event during the exhibition to induct former Belgian footballer Mbo Mpenza as a new ambassador for FARE.

As a partnership with the Manchester Jewish Museum (MJM), NFM is hosting a small display and film about football and the Jewish community. This is to promote awareness of the 'Four Four Jew: Football, Fans and Faith' exhibition that is touring to MJM from the Jewish Museum, London. NFM hosted a panel discussion event with the Manchester Jewish Museum (MJM) in partnership with Kick It Out, featuring Anthony Clavane (author of 'Does Your Rabbi Know You Are Here'), David Conn (Guardian journalist), Alex Goldberg (Chair of FA Football and Faith Group) and representatives of Jewish Spurs fans. The well attended event resulted in heated discussion about the ongoing arguments about 'the Y-word'.

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report (continued)

3.4 Creative Programming (continued)

Events and activities at the Museum during the year included:

- Regular Subbuteo demonstrations and opportunities to play for all visitors
- Early Years programme, with some elements developed in partnership with the Imperial War Museum
- Family craft activities, including screen printing, junk sculpture puppet making, flag making.
- Women's football tours during the UEFA Women's Euros
- Final of the Pro Evolution Soccer UK Championship, with demonstrations for the public
- An evening with the author David Peace (*The Damned United*) and a signing of his new book about Bill Shankly
- The launch of Peter Lupson's *Thank God for Football* DVD about the Christian origin of many football clubs, created by Christian TV.
- *Football 150* Public Lecture series, organised by the International Centre for Sports History and Culture, De Montfort University, to mark the 150th anniversary of the FA, featuring the leading academic experts on football
- A screening of the *Football Unites, Racism Divides* film about the world's first black professional footballer, Arthur Wharton
- The final of the first ever Subbuteo UK Challenge Cup
- FA150 Day: Activities, quizzes and talks to celebrate the 150th anniversary of the first meeting of the Football Association
- Events organised by Kick It Out as part of NFM's Black History Month programme
- How do you Move? A scientist's view of human movement. Part of Manchester Science Festival, students from Manchester Metropolitan University provided an opportunity for visitors to learn about the different physiological systems in the human body which work together to enable movements, such as kicking a ball
- Origins of the Football League - talk by author Mark Metcalf
- Street League 10th anniversary panel discussion chaired by BBC's Matt Slater
- Continuation of the Baby Moves and Story Times sessions for our youngest visitors and introduction of Lets Play Toddler sessions
- Just a Ball Game? – exhibition stand and panel discussion on football and gay and lesbian identity, as part of LGBT month. This was broadcast by Radio 5 Live. This was organised by the campaign group 'Just a Ball Game?'
- Women's Football gallery tour for International Women's Day and an activity being developed by FC United called 'A Woman's Place Is at the Match'.
- A series of events linked to the Manchester Histories Festival, including: a panel discussion with TV historian Professor Michael Wood; ex players Martin Buchan, and Ian Mellor talking about playing in Manchester; and author Gary James discussing the origins of football in the city.
- Having won the Culture24 public vote to host artist Matt Pyke as part of the national Museums At Night initiative, NFM unveiled Matt Pyke's sound and light experience at the museum - the evening attracted more than 800 visitors.

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report (continued)

3.4 Creative Programming (continued)

- Manchester Metropolitan University's Centre for the Study of Football and its Communities held the VIP evening reception for its international conference at NFM. This included a showing of a film by Cairo-based Irish filmmaker Ronnie Close which focuses on the story of Egyptian Ultra football fans and their role in the Egyptian uprising of 2012. This was in partnership with Peter Bonnell, Curator, The Quad, Derby.
- A 'Road to Rio' World Cup programme organised and funded by De Montfort University (DMU) that has included monthly lectures on the history of the World Cup, a display of World Cup posters, a 3-day public workshop (16-18 June) to enable visitors to share their World Cup objects and memories as an extension of the Personal Museums project, and a leaflet and website on the History of the World Cup in 24 Objects, by author David Goldblatt and DMU Lecturer Dr Jean Williams. This was an initiative led by Dr Williams of the International Centre for Sports History and Culture.
- George Best evening 22 May (Best's birthday) featuring the people who knew him best including Wilf McGuinness, Mike Summerbee, Paddy Crerand and Best's business partner, friend and hairdresser Malcolm Wagner.
- Manchester Print Fair Design Derby
- Manchester Children's Literary Festival. NFM joined partners across the city from 26th June – 6th July, including Manchester Metropolitan University and Imperial War Museum North in delivering family sessions.
- The Museum's 'Out of Play' contemporary art initiative, funded by the Arts Council, was successfully launched at an event at the Museum on 13 November. This included the unveiling of Sam Taylor-Wood's 'David' (the video piece of a sleeping David Beckham).
- Manchester Business School International Football Tournament opening reception, which included teams of MBA students from across Europe.

The Museum was delighted to host a David Beckham Q&A event, organised by *The Times*, which was broadcast live on the internet.

In 2012 the Qatar Olympic and Sports Museum (QOSM), approached NFM to work in partnership on a major international blockbuster touring exhibition, called 'We Speak Football', reflecting the fact that football is a universal language. This was to tour the world, coinciding with major football tournaments, culminating at the FIFA World Cup in Qatar in 2022. NFM worked on the project on the basis that a fee was received to reflect the staff time for consultancy. Unfortunately changes at the partner body of the QOSM, the Qatar Museums Authority (QMA), meant that the project was cancelled in April 2014.

NFM's bid to the Heritage Lottery Fund for £89,500 to develop an exhibition about the history of football and footballers during WWI has been successful. The exhibition will open in December 2014 in time for the centenary of the Christmas Truce football games in No Man's Land between British and German troops and the formation of the Footballers' Battalion.

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report (continued)

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 – including Hall of Fame induction ceremonies.

The first annual induction ceremony in the Hall of Fame Gallery in the Museum took place in September 2013. This year those chosen for induction by the selection panel, which is headed by Sir Bobby Charlton, were: Raich Carter (posthumously), Eddie Gray, Cliff Jones, Matt Le Tissier, Mike Summerbee, Ray Wilkins, Sheila Parker, David Clarke (footballer with a disability). For the first time a referee was inducted: Jack Taylor (posthumously). Peter Schmeichel attended to collect his award, which he was not able to receive on a previous occasion.

The Civil Service Football Club was also inducted into the Hall of Fame this year. This is the oldest surviving Association Football club in the world, the only surviving club from those that founded the FA on 25 October 1863. The Museum's Director Kevin Moore presented the award to the club's President at the club's 150th anniversary dinner on 25 October 2013.

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 youngsters through its social inclusion projects.

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report (continued)

3.6 *Learning and Community (continued)*

NFM offers a wide range of learning and community services for learners of all ages and levels of attainment, both regionally and nationally. The initial offer for schools and visiting groups has been successfully trialled and launched. Take up from groups has grown month on month. NFM now offers Baby Moves and Storytime sessions for babies and toddlers in its Discovery Zone with additional booked sessions being added to the programme. NFM worked with the Baby Moves organisation to produce a 'World Record' event where 71 babies and their carers took part in exercises in the Museum Hall of Fame! This event made the regional TV news on both BBC and Granada.

Football inspired poetry sessions continued to be offered to disadvantaged young people and school groups through the Streetspeak project, funded by Arts Council England and the Football Foundation, culminating in a celebration event and display in the Museum.

The learning team delivered a play, 'The Shirt Is the Only Colour', with professional actors for schools visiting the Museum during October for Black History Month that focused on racial issues in football through history. Feedback from the schools was very positive: "Excellent. Students were kept engaged by a well-structured and fast paced session"; "I particularly like the fact that the boys were kept engaged by frequent movement through the galleries".

Three new art sessions for schools are being developed as part of the Out of Play project, further details of which are given below. A session for schools was promoted as part of Parliament Week, including a joint school visit with the People's History Museum focusing on Women, Football and Society.

A new football and numeracy learning resource, called First Division, funded by the Oglesby Trust, was launched in May 2014 by Michael Oglesby, Clarke Carlisle and Rachel Brown, having been developed and trialled over a two year period. Aimed at young people that are under-performing in mathematics but can be inspired by football, the substantial teaching pack with supporting on-line resources has begun to be purchased by a number of schools and community groups. The museum also offers a version of the programme to visiting school groups.

The Learning and Community team continues to develop partnerships locally and nationally, this year advising on a youth engagement project led by the Institute of Groundsmanship, for which the Museum received a fee. Denise Lambert worked with a group of young groundsmen and women to compare how approaches have changed between England hosting the Olympics in 1948 and 2012. In addition, the project aims to raise awareness of the variety of employment roles within the industry. This led to the Museum hosting a small exhibition produced by the Institute of Groundsmanship. The project and Denise's time was funded by the Heritage Lottery Fund Young Roots scheme.

In March 2013 the Museum was awarded an Arts Council England Strategic Support Fund for Museums grant of £158,000 for a project in 2013-14, which will inspire young people to engage in visual art through NFM's collections and exhibitions, called 'Out of Play'.

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report (continued)

3.6 *Learning and Community (continued)*

As part of this project, for the Football League 125th anniversary exhibition launched during September, an art and technology exhibit “Football Superstars” by artist Chris O’Shea was commissioned. Chris is known for his previous work for Liverpool Capital of Culture and at the Barbican Centre. Using Microsoft Kinect technology the artwork enabled visitors to become on screen the new club signing and then name and shamed in the gossip magazines for a being out late in a nightclub. As a second arts commission, during October workshops were held in NFM’s immersive cinema space by local arts company Soup Collective. The aim was to create a playful series of films, reflecting on the individual identity of objects. In the drop-in sessions the public contributed artefacts and stories. The objects were 3-D scanned and a selected few participants were asked to do a short interview on camera. The result was a fascinating interactive display for visitors, called Personal Museums, using miniature 3-D models of the objects to automatically trigger the linked filmed interview in a miniature cinema.

As part of the Out Of Play programme, John O’Shea and the learning team have been developing both a new innovative art and technology learning session, called Personal Histories, and a creative, useful framework for developing new sessions for the future in partnership with Accrington Academy, chosen because of its innovative arts programme and also as a founding town for the Football League.

As part of Out of Play NFM launched the “Winning Formula” installation by Near Future Laboratory in the Hall of Fame. A co-commission by NFM, Future Everything and the Centre for Contemporary Culture in Barcelona, Winning Formula explores the future of football with specific consideration to the way that data relating the game is shared and used. The commission was launched on the evening that NFM hosted the launch event for the Future Everything Festival 2014. “Winning Formula” will also be shown at the Centre for Contemporary in Culture Barcelona.

As part of Out of Play an on-going collaboration has been developed with the Manchester School of Arts, to enable their students to be inspired by NFM and for NFM at times to showcase the School’s projects. Second year students worked on a project ‘make the National Football Museum more Brazilian for the World Cup’. This resulted in a large scale Brazil themed acrylic graphic being displayed in the museum during the World Cup. In a further related collaboration the Museum created a display “Brasil+Football+Design” which shows contemporary Brazilian design works – from posters to publications, from typography to fashion, from branding to animation – inspired by football. This was a collaboration with Manchester School of Art and Brazilian partners, namely Mandacaru Design and Instituto Plano Cultural.

The success of this first phase of the Out of Play project meant that in March 2014 NFM was successful in its funding bid for £135,500 from the Arts Council England Museum Strategic Support Fund for a second phase. The funding will allow for a continuation of the employment of John O’Shea as the Museum’s Visual Arts Manager, to develop a whole new range of exciting artist led activities, art commissions, international programmes and a new schools module. The ambition is to develop the best sports inspired arts programme in the country.

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report (continued)

3.7 *Marketing and Commercial*

Attracting over 400,000 highly satisfied visitors during the year.

The marketing team ensured that the Museum attracted over 400,000 visitors in the year to 31 March 2014. Key campaigns included: the summer holidays of 2013; the launch of the Game Changers exhibition in September 2013, in partnership with the Football League; a Christmas campaign; and 100 day countdown to the FIFA World Cup in Brazil. The Christmas marketing campaign was particularly successful, with an increase in visitors in December 2013 of 49 per cent over December 2012. The team have continued to focus on the website and social media alongside print and more traditional marketing approaches. From 1 April 2013 to 31 March 2014 we had 210,561 website users, and over 1.3 million page views. A Brazil themed day at the Museum on 4 March saw visitor numbers rise on the day by over 200 per cent and with a continued campaign this meant that visitor numbers remained high both before and during the FIFA World Cup.

Media coverage was excellent throughout the year, locally, regionally, nationally and increasingly internationally. Working with the Football League and our PR company, Brazen, the Game Changers exhibition generated good coverage. Titles included: Mail Online, BBC News England (online), The Irish Independent, When Saturday Comes, The Daily Mirror, MEN, Discover Your History Magazine and regional titles up and down the country including, but not limited to the Derby Evening Telegraph, Exeter Express, Burnley Express, Bury Times, Blackpool Gazette and Sunderland Echo. BBC regional radio stations including Manchester, Wales, Hereford, Wiltshire and West Midlands also featured the exhibition. The value of the coverage up until the end of November for this exhibition alone was £180,000.

The Hall of Fame was covered by BBC Radio 4, BBC Wales (TV and Radio), BBC Look North (TV), BBC Radio Solent, BBC Radio Manchester, BBC Radio Leeds, MEN and The Belfast Telegraph Online. It was also featured on the Mirror Sport website that ran a 'Terrace Hero' online vote. Value of the coverage for the Hall of Fame was £110,540.

We received excellent coverage for our Christmas campaign, especially our 'lookalike' stunt, with a full page in The Sun, extensive coverage on Talk Sport and further coverage in the Manchester Evening News (print and online), The Metro (online) and the Daily Star (online). Other coverage included the Christmas edition of BBC TV's programme Match of The Day Kickabout, which was broadcast from the Museum, and which has over one million viewers.

The unveiling of the Michael Jackson statue at the Museum by Mr Mohamed Al Fayed attracted substantial media coverage, valued at nearly £500k, with coverage in many publications including The Daily Telegraph, The Guardian, The Independent, The Mirror and The Manchester Evening News and on websites including bbc.co.uk, itv.com and espn.co.uk.

Media coverage value for the year (excluding extensive coverage overseas) has been valued at £4,143,377, reaching over 365 million people. This has included 603 articles, of which 72 were in Nationals, 35 in Magazines, 212 in Regional, 29 Trade and 74 Online. NFM has been in the Manchester Evening News 72 times. There were also 30 TV pieces and 151 Radio pieces.

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report (continued)

3.7 *Marketing and Commercial (continued)*

With Marketing Manchester, Manchester United FC and Manchester City FC, we have developed the 'Manchester Experience' for international travel companies. This consists of a visit to Manchester's three great football experiences, with Football Plus+ and a meal voucher included in the National Football Museum element. We will also be rolling this out to national group operators.

One of the media highlights of the year was the broadcast of BBC TV's Football Focus live from the Museum, while the Museum was open to the public.

The Premiere of the major new film *Believe* was held at NFM in July 2014. It was attended by the majority of the cast, and attracted substantial media coverage.

Former star player Phil Neville and family officially opened the Manchester City Council football-themed play area just outside the Museum in Cathedral Gardens. This attracted significant media coverage. The play area has proved to be extremely popular with Museum visitors.

At the request of Visit Britain, NFM was invited to create (at no cost to NFM) a football exhibition at the Harvey Nichols store in Dubai. NFM was also able to have a retail presence. This attracted 108,000 customers in Dubai, which was excellent exposure for the NFM brand. Such was the success of this that Harvey Nichols in Manchester also paid NFM to create an exhibition, which reached a further 41,000 customers.

The Museum has improved its language provision. The Visitor Guide is now available in French, German and Spanish. Shorter information sheets are available in a further seven languages.

The Museum was 'Highly Commended' in the category Large Visitor Attraction at the Manchester Tourism Awards 2013. From the Mystery Shopper report we received an overall score of 94%, which was only 3% behind this year's winner, and we achieved a 100% customer satisfaction rating. According to Visit Manchester: 'This was a very closely contested category and there honestly wasn't a great deal in it between you and the winner, hence the judges' decision to award you Highly Commended; your entry was extremely well received by the judges and I would strongly suggest that you enter again next year. In addition, the judges gave your entry the following feedback: "A great entry from an attraction clearly making use of its new home... Impressive visitor facilities in the first year with a good launch campaign. Demonstrated an inclusive approach And a clear understanding of its audiences" '.

An excellent summer marketing campaign in 2014 has ensured that we are ahead of our visitor target, 57,000 visitors in August alone which is more than 10,000 ahead of budget.

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report (continued)

3.7 *Marketing and Commercial (continued)*

Commercial

The Museum has continued to develop new partnerships and build on established relationships since opening in July 2012. We have developed bespoke packages for partners to meet their varying needs and requirements.

Since the Museum opened sponsors and partners have included The PFA, Mirrorpix, Rezidor Park Inn, Ear to the Ground, Subbuteo, National Fostering Agency, Bonhams, Saville Rogue, Konami, Gateley LLP, Reusch, PDI Media, Singha Beer, National Football Collection, Campo Retro, Enterprise Insurance Co PLC and Templegate Training Academy.

We are continuing to sell advertising opportunities to help generate additional revenue for the Museum, by offering space in the Museum's Visitor Guide, on the website and on Football Plus+ ticket. Regular advertisers to date include Vauxhall, Burning Nights Group, Manchester City FC Stadium Tours, Chelsea FC Stadium Tours, Manchester United FC Museum and Tours, Cooperative Bank, and Rezidor Park Inn. The Museum is exploring other advertising opportunities including on-site advertising in spaces both inside and on the exterior of the building.

We have established partnerships with the Manchester football clubs, and are working with them on collaborative initiatives and opportunities. We have secured an in-kind advertising partnership with Manchester City FC, giving the Museum a regular presence in match day programmes.

Museum items are available for hire. This year items were loaned out for hire to: Hull City; the televised Pride of Britain Awards; and British Champions Day at Royal Ascot. A selection of objects from the Museum, including George Best's Ballon D'Or, were taken to the Northwest Football Awards as part of our sponsorship relationship.

3.8 *Finance and Operations*

Excellent performance in finance and operations

The Museum could not succeed without excellence in its finance and operations. The Museum's finance team has continued to be highly effective and no major issues have been raised as part of the audit process. Similarly, the buildings, maintenance and technical staff have performed extremely well, with no major issues occurring, including health and safety. A particular challenge for the Building Manager has been the works to create the new Metrolink line running adjacent to the building, which has inevitably caused significant disruption to the Museum. This has been minimised as far as possible by the Building Manager's close liaison with the Metrolink team. The technical team has ensured that the inevitable breakdowns of the Museum's highly interactive displays have been minimised and faults have been rectified in a very timely fashion, with minimum disruption to the visitor experience. All these teams have also identified and enacted efficiencies to achieve cost savings where possible.

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report (continued)

3.8 *Finance and Operations (continued)*

The retail team have had a very successful year, developing new product ranges, growing sales significantly onsite, developing an online offer, and contributing a retail element to the Museum's exhibitions at the Harvey Nichols stores in Manchester and Dubai. The Museum has also successfully launched an I-Spy National Football Museum book in the well-known and recently launched I-Spy book series. The retail partnership has developed a partnership with Ticket Bureau, selling tickets for both Manchester City and Manchester United European games through the shop. The Museum receives 10 per cent commission on all sales, and is promoted to customers purchasing tickets online, as well as leaflets being given to those travelling to Manchester for matches.

The Museum's front-of-house team has continued to provide excellent customer service, reflected in the very large number of outstanding comments from the public about the staff. While the Museum's displays are recognised as outstanding, it is the staff's engagement with the visitors that often makes a visit to the Museum such a memorable one. We very much welcome comments from staff about how to improve the visitor experience. For example, on the suggestion of one of the museum assistants we purchased some yoga balls that disabled visitors and very young children can use on the penalty shoot-out interactive. The operations teams have continued to operate the Museum out of regular visitor hours for corporate events, in partnership with our event management and catering company, and for the Museum's own out-of-hours events. This includes providing specialist technical support and opening up the galleries in the evening to corporate guests, if requested, for a fee.

The front-of-house team have continued to operate existing and new activities for our audience in the Hall of Fame. A major development has been the introduction of an improved photo experience for visitors. In partnership with Photo Booth, we have installed the "National Football Museum instant Souvenir Photo" which is delivered via Picture Air, a unique solution designed using the latest digital technology. This is a more professional photo opportunity for our visitors to engage with exhibits and also generates significant revenue.

3.9 *Human Resources (HR)*

Excellent performance in HR

The Museum has continued to benefit from the outstanding work of its excellent staff team. We have continued to invest in the development of our staff and a number of the team have secured promotions in the Museum, against strong fields of both internal and external candidates. That there have been no major HR issues during the year reflects the quality, enthusiasm and commitment of the staff team and the excellent work of the Museum's HR Manager. In addition to working with all the salaried staff, the HR Manager has also led the development of a significant number of volunteer opportunities at the Museum. This has included working with the organisations Breakthrough and Pure Innovations, which secure work experience for young people with learning disabilities, to improve their employment prospects. In addition, the HR Manager oversaw a number of student placements and student volunteers, including secondary pupils, undergraduates and postgraduates. A number of placement students were from Manchester Metropolitan University and one from the University of Istanbul. The Museum has continued to develop an excellent relationship with its recognised trade union, Prospect.

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report (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.

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

On behalf of the Sports Heritage Network (SHN) the Museum has been awarded a further grant of £15,000 from Arts Council England, to develop 'The People's Record' website as a new website to connect and reflect Britain's sports heritage. This will record and build upon the 114 'Our Sporting Life' local community sports heritage exhibitions held across the country led by SHN which have attracted a total audience of over one million people. This website will be rebranded as www.nationalsportsmuseumonline.org.uk.

Future Plans

The partnership with Manchester City Council has guaranteed the long term future of the National Football Museum in the North West and an exciting new public face of the Museum opened in the Urbis building in Manchester on 6 July 2012. This is a major new visitor attraction for the City of Manchester and the region and has opened up the collection to a much wider audience.

The Museum will build on the success achieved to date, further developing the world's greatest football collection, and take the collection to an even wider audience across the country. NFM will also expand and develop its 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

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report (continued)

Financial review

General

The Financial statements for the Museum for the year ending 31st March 2014 highlight the first complete financial year of trading in Manchester and a consolidation of the trading company activity since the move of the National Football Museum 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 £2,976,706 of which £1,950,000 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.

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, World Football Museum Limited and NFM Number 2 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 9 to the accounts.

Reserves policy

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

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

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

Strategic Report (continued)

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.

THE NATIONAL FOOTBALL MUSEUM

TRUSTEES ANNUAL REPORT

YEAR ENDED 31 MARCH 2014

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 ~~23/10/14~~ and signed on its behalf



Mr D Martland – Secretary

**Urbis Building
Cathedral Gardens
Manchester
M4 3BG**

THE NATIONAL FOOTBALL MUSEUM

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

YEAR ENDED 31 MARCH 2014

We have audited the accounts of The National Football Museum for the year ended 31 March 2014 which comprise the Group Statement of Financial Activities, the Group and the Parent Charitable Company Balance Sheet, the Group 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. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the trustees and auditor

As explained more fully in the Trustees Responsibilities Statement set out on page 27, the trustees are responsible for the preparation of the accounts 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 Ethical Standards for Auditors.

Scope of the audit of the accounts

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 accounts

In our opinion the accounts:

- give a true and fair view of the state of the group and the charitable company's affairs as at 31 March 2014 and of its 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.

THE NATIONAL FOOTBALL MUSEUM

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

YEAR ENDED 31 MARCH 2014

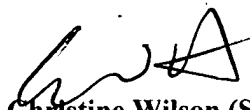
Opinion on other matters prescribed by the Companies Act 2006

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

Matters on which we are required to report by exception

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

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



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

Richard House
Winckley Square
Preston
PR1 3HP

31.5.14

THE NATIONAL FOOTBALL MUSEUM

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31 MARCH 2014

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2014 £	Total Funds 2013 £
Incoming resources					
Voluntary income:					
Grant and donations	2	2,033,174	239,820	2,272,994	2,094,731
Incoming resources from charitable activities	3	331,801	58,314	390,115	221,177
Incoming resources from generated funds	3	611,731	-	611,731	362,585
Interest received		-	-	-	38
Total incoming resources		<u>2,976,706</u>	<u>298,134</u>	<u>3,274,840</u>	<u>2,678,531</u>
Resources expended					
Charitable expenditure:					
Costs of generating funds	4	313,878	95,287	409,165	227,670
Costs in furtherance of charitable objects	4	2,604,723	323,179	2,927,902	2,677,488
Governance costs	5	38,939	-	38,939	52,296
Exceptional costs	24	-	3,081,975	3,081,975	-
Total resources expended	6	<u>2,957,540</u>	<u>3,500,441</u>	<u>6,457,981</u>	<u>2,957,454</u>
Net incoming/(outgoing) resources before transfers	7	19,166	(3,202,307)	(3,183,141)	(278,923)
Transfers between funds		<u>1,319</u>	<u>(1,319)</u>	-	-
Net incoming/(outgoing) resources for the year		20,485	(3,203,626)	(3,183,141)	(278,923)
Balances brought forward		<u>244,653</u>	<u>7,935,543</u>	<u>8,180,196</u>	<u>8,459,119</u>
Balances carried forward		<u>265,138</u>	<u>4,731,917</u>	<u>4,997,055</u>	<u>8,180,196</u>

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

All of the activities of the group are classed as continuing.

THE NATIONAL FOOTBALL MUSEUM

CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2014

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2014 £	Total Funds 2013 £
Fixed assets					
Tangible assets	8	288,007	3,562,484	3,850,491	7,144,123
Heritage assets	9	<u>-</u>	<u>1,505,709</u>	<u>1,505,709</u>	<u>1,505,709</u>
		288,007	5,068,193	5,356,200	8,649,832
Current assets					
Stocks		92,801	-	92,801	60,420
Debtors	11	215,442	-	215,442	545,237
Cash at bank and in hand		<u>267,140</u>	<u>63,724</u>	<u>330,864</u>	<u>7,453</u>
		575,383	63,724	639,107	613,110
Creditors: amounts falling due					
within one year	12	<u>(598,252)</u>	<u>-</u>	<u>(598,252)</u>	<u>(682,746)</u>
Net current assets/(liabilities)		(22,869)	63,724	40,855	(69,636)
Total assets less current liabilities		265,138	5,131,917	5,397,055	8,580,196
Creditors: amounts falling due after more than one year	13	<u>-</u>	<u>(400,000)</u>	<u>(400,000)</u>	<u>(400,000)</u>
Net assets		<u>265,138</u>	<u>4,731,917</u>	<u>4,997,055</u>	<u>8,180,196</u>
Funds					
Unrestricted funds	14	265,138	-	265,138	244,653
Restricted funds	15	<u>-</u>	<u>4,731,917</u>	<u>4,731,917</u>	<u>7,935,543</u>
		<u>265,138</u>	<u>4,731,917</u>	<u>4,997,055</u>	<u>8,180,196</u>

Approved by the Board of Trustees on 03/04/2014 and signed on its behalf by:

Mr P Dermody
Trustee - Chair

Trustee

Company Registration Number: 03070670

THE NATIONAL FOOTBALL MUSEUM

BALANCE SHEET OF THE COMPANY (LIMITED BY GUARANTEE)

AS AT 31 MARCH 2014

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2014 £	Total Funds 2013 £
Fixed assets					
Tangible assets	8	288,007	3,562,484	3,850,491	7,144,123
Heritage assets	9	-	1,505,709	1,505,709	1,505,709
Investments	10	<u>4</u>	<u>-</u>	<u>4</u>	<u>3</u>
		288,011	5,068,193	5,356,204	8,649,835
Current assets					
Stocks		12,921	-	12,921	8,877
Debtors	11	393,250	-	393,250	597,050
Cash at bank and in hand		<u>114,701</u>	<u>63,724</u>	<u>178,425</u>	<u>746</u>
		520,872	63,724	584,596	606,673
Creditors: amounts falling due within one year	12	<u>(543,745)</u>	<u>-</u>	<u>(543,745)</u>	<u>(676,312)</u>
Net current assets/(liabilities)		(22,873)	63,724	40,851	(69,639)
Total assets less current liabilities		265,138	5,131,917	5,397,055	8,580,196
Creditors: amounts falling due after more than one year	13	<u>-</u>	<u>(400,000)</u>	<u>(400,000)</u>	<u>(400,000)</u>
Net assets		<u>265,138</u>	<u>4,731,917</u>	<u>4,997,055</u>	<u>8,180,196</u>
Funds					
Unrestricted funds	14	265,138	-	265,138	244,653
Restricted funds	15	<u>-</u>	<u>4,731,917</u>	<u>4,731,917</u>	<u>7,935,543</u>
		<u>265,138</u>	<u>4,731,917</u>	<u>4,997,055</u>	<u>8,180,196</u>

Approved by the Board of Trustees on 03/04/2014 and signed on its behalf by:

Mr P Dermody
Trustee - Chair

Trustee

Company Registration Number: 03070670

THE NATIONAL FOOTBALL MUSEUM

CONSOLIDATED CASH FLOW STATEMENT

YEAR ENDED 31 MARCH 2014

	Note	£	2014	£	£	2013	£
Net cash inflow/(outflow) from operating activities	19			383,838		(161,946)	
Returns on investments and servicing of finance							
Interest received				-		38	
Interest paid				(438)		(430)	
Capital expenditure							
Payments to acquire tangible fixed assets				<u>(59,989)</u>		<u>(217,106)</u>	
Cash outflow before financing				323,411		(379,444)	
Financing							
Net inflow/(outflow) from bank loans				-		-	
Net inflow/(outflow) from other long term creditors				<u>-</u>		<u>-</u>	
Net cash inflow/(outflow) from financing				<u>-</u>		<u>-</u>	
Increase/(decrease) in cash	21			<u>323,411</u>		<u>(379,444)</u>	

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

1. Accounting policies

Basis of accounting

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

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

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

Company status

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

Incoming resources

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

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

Resources expended

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

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

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

1. Accounting policies (continued)

Tangible fixed assets and depreciation

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

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

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

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

Heritage assets

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

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

Stocks

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

Pension costs

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

Foreign currencies

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

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

1. Accounting policies (continued)

Fund accounting

Funds held by the charitable group are either:

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

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

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

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

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

2. Grants and donations

	Unrestricted Funds £	Restricted Funds £	Total Funds 2014 £	Total Funds 2013 £
MCC grant	1,950,000	-	1,950,000	1,990,384
Other grants and donations	81,512	239,820	321,332	98,350
Miscellaneous income	<u>1,662</u>	<u>-</u>	<u>1,662</u>	<u>5,997</u>
	<u>2,033,174</u>	<u>239,820</u>	<u>2,272,994</u>	<u>2,094,731</u>

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

3. Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2014 £	Total Funds 2013 £
Interactive sales	192,128	-	192,128	145,381
Exhibition income	-	58,314	58,314	-
Visitor income	<u>139,673</u>	<u>-</u>	<u>139,673</u>	<u>75,796</u>
	<u>331,801</u>	<u>58,314</u>	<u>390,115</u>	<u>221,177</u>

Income generating activities

	£	£	£	£
Royalties and image sales	8,449	-	8,449	4,026
Sponsorship	33,074	-	33,074	35,083
Corporate sales	1,100	-	1,100	5,640
We Speak Football touring exhibition	162,000	-	162,000	-
Shop takings	276,146	-	276,146	180,962
Commissions	<u>130,962</u>	<u>-</u>	<u>130,962</u>	<u>136,874</u>
	<u>611,731</u>	<u>-</u>	<u>611,731</u>	<u>362,585</u>

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

4. Charitable expenditure

	Unrestricted Funds £	Restricted Funds £	Total Funds 2014 £	Total Funds 2013 £
Costs of generating funds:				
Purchases for resale	153,593	-	153,593	91,076
Wages and national insurance	160,000	-	160,000	73,790
Cost of events and projects	<u>285</u>	<u>95,287</u>	<u>95,572</u>	<u>62,804</u>
	313,878	95,287	409,165	227,670
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Costs in furtherance of charitable objectives:				
Wages and national insurance	1,059,636	-	1,059,636	1,127,472
Pension costs	88,634	-	88,634	84,191
Education	8,031	-	8,031	7,628
Training	3,108	-	3,108	14,843
Rates and water	32,270	-	32,270	41,320
Heat & light	258,595	-	258,595	258,847
Insurance	43,280	-	43,280	28,210
Repairs and maintenance	306,468	-	306,468	332,779
Cleaning	119,972	-	119,972	91,097
Marketing costs	304,111	-	304,111	174,531
Exhibition costs	112,840	150,915	263,755	47,011
Telephone	54,766	-	54,766	56,949
Printing, postage and stationery	19,780	-	19,780	16,040
Motor and travel expenses	26,251	-	26,251	32,712
General expenses	16,736	-	16,736	24,523
Software support	19,978	-	19,978	21,626
Bank charges	7,374	-	7,374	6,636
Interest payable and similar charges	438	-	438	430
Legal and professional	23,073	-	23,073	29,537
Rebranding and relocation costs	-	-	-	767
Depreciation – leasehold improvements	1,911	153,294	155,205	155,205
Depreciation – permanent exhibitions	10,279	18,970	29,249	48,743
Depreciation – plant and equipment	<u>87,192</u>	<u>-</u>	<u>87,192</u>	<u>76,391</u>
	2,604,723	323,179	2,927,902	2,677,488
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

5. Governance costs

	Unrestricted Funds £	Restricted Funds £	Total Funds 2014 £	Total Funds 2013 £
Wages and national insurance	27,172	-	27,172	26,640
Legal and professional	1,000	-	1,000	13,907
Audit fee (<i>charitable company</i>)	9,400	-	9,400	9,000
Insurance	1,367	-	1,367	2,749
	38,939	-	38,939	52,296

6. Total resources expended

	Staff Costs £	Depreciation £	Other Costs £	Total Funds 2014 £	Total Funds 2013 £
Direct charitable expenditure	1,308,270	271,646	1,757,151	3,337,067	2,905,158
Governance costs	27,172	-	11,767	38,939	52,296
Exceptional costs	-	-	3,081,975	3,081,975	-
	1,335,442	271,646	4,850,893	6,457,981	2,957,454

The aggregate payroll costs were:

	2014 £	2013 £
Wages and salaries	1,152,814	1,138,030
Social security costs	93,994	89,872
Pension costs	88,634	84,191
	1,335,442	1,312,093

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

6. Total resources expended (continued)

Particulars of employees

The average number of employees analysed by function was:

	2014	2013
Research and collections development	12	9
Front of house	38	36
Management and administration	<u>8</u>	<u>19</u>
	58	64
	<u><u>58</u></u>	<u><u>64</u></u>

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

	2014	2013
Research and collections development	11	8
Front of house	33	29
Management and administration	<u>7</u>	<u>15</u>
	51	52
	<u><u>51</u></u>	<u><u>52</u></u>

The number of employees earning in excess of £60,000 was as follows:

	2014	2013
£60,000 - £70,000	1	1
Greater than £70,000	<u>-</u>	<u>-</u>
	1	1
	<u><u>1</u></u>	<u><u>1</u></u>

Pension contributions in respect of the above employee totalled £14,868 for the year ended 31 March 2014.

The trustees received no remuneration from the charitable group. A total of £611 (2013: £nil) was paid to trustees in relation to the reimbursement of travelling expenses incurred attending trustee meetings.

The cost of insurance to indemnify the trustees against the consequences of any neglect or default on their part amounted to £1,367 (2013: £1,303).

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

7. Net incoming resources

Net incoming resources is stated after charging

	2014 £	2013 £
Pension costs	88,634	84,191
Depreciation	271,646	280,339
Impairment of fixed assets	3,081,975	-
Auditor remuneration:		
- Audit fees (group)	18,000	15,000
- Other services	2,990	2,994
	<u>3,463,245</u>	<u>382,524</u>

8. Tangible fixed assets

Group and charitable company

	Leasehold Improvements £	Permanent Exhibitions £	Plant & Equipment £	Total £
Cost				
At 1 April 2013	9,072,260	2,273,912	319,700	11,665,872
Additions	<u>-</u>	<u>12,500</u>	<u>47,489</u>	<u>59,989</u>
At 31 March 2014	<u>9,072,260</u>	<u>2,286,412</u>	<u>367,189</u>	<u>11,725,861</u>
Depreciation				
At 1 April 2013	2,152,969	2,184,329	184,451	4,521,749
Charge for the year	155,205	29,249	87,192	271,646
Impairment	<u>3,081,975</u>	<u>-</u>	<u>-</u>	<u>3,081,975</u>
At 31 March 2014	<u>5,390,149</u>	<u>2,213,578</u>	<u>271,643</u>	<u>7,875,370</u>
Net book value				
At 31 March 2014	<u>3,682,111</u>	<u>72,834</u>	<u>95,546</u>	<u>3,850,491</u>
At 31 March 2013	<u>6,919,291</u>	<u>89,583</u>	<u>135,249</u>	<u>7,144,123</u>

Apart from general plant and office equipment, all of the above fixed assets are used for direct charitable purposes. Leasehold improvements comprise all works carried out at the Deepdale stadium in constructing the museum, including the cost of acquiring the 60 year lease from Preston North End Plc for £1.975 million in March 2003. The vast majority of these improvements have been funded by the Heritage Lottery Fund and the Northwest Development Agency.

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

8. Tangible fixed assets (continued)

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

After the balance sheet date, the charity agreed to surrender a portion of the 60 year lease with Preston North End Plc, in order to save future running costs. An impairment charge has therefore been recognised in relation to this post balance sheet event, which has been charged to the statement of financial activity as an exceptional cost.

9. Heritage assets

Group and charitable company

	Collection items £	Total £
Cost		
At 1 April 2013	1,505,709	1,505,709
Additions	-	-
At 31 March 2014	1,505,709	1,505,709
Net Book Value		
At 31 March 2014	1,505,709	1,505,709
At 31 March 2013	1,505,709	1,505,709

The National Football Museum holds fifteen distinct collections, each of which is of major historical significance in its own right. They include two collections relating to FIFA, football's world governing body; and the collection of the world's oldest Football Association and oldest Football League. Collectively they form the largest publicly held collection of football memorabilia in the world, totalling over 140,000 items. Items range in age from the 16th to the 21st centuries.

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

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

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

9. Heritage assets (continued)

There has been no movement in the heritage assets owned by the Museum over the previous four accounting periods.

The following seven collections are owned by the Museum:

The FIFA Museum Collection

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

The Peoples' Collection

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

The FIFA Book Collection

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

The Harry Langton Collection

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

The Preston North End Football Club Collection

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

The Sir Stanley Matthews Collection

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

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

9. Heritage assets (continued)

UEFA Library Collection

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

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

10. Investments

<i>Charitable company</i>	2014 £	2013 £
The National Football Museum (Trading) Limited	1	1
The National Football Museum at Urbis (Trading) Limited	1	1
World Football Museum Limited	1	-
NFM Number 2 Limited (previously World Football Museum Limited)	<u>1</u>	<u>1</u>
	4	3

The shares in the subsidiary undertakings are the charitable company's investment in The National Football Museum (Trading) Ltd, The National Football Museum at Urbis (Trading) Ltd, World Football Museum Ltd and NFM Number 2 Ltd, companies incorporated in England and Wales. The investment represents a holding of 100% of the ordinary share capital of these companies.

11. Debtors

	2014 £	Group 2013 £	Charitable Company 2014 £	2013 £
Trade debtors	63,817	286,144	10,193	227,369
Taxation and social security	28,441	28,774	50,403	50,650
Gift aid receivable	-	-	145,397	76,228
Amounts due from subsidiary	-	-	76,442	58,590
Other debtors	14,267	11,297	11,078	5,376
Accrued income	9,190	57,125	-	17,097
Prepayments	<u>99,727</u>	<u>161,897</u>	<u>99,737</u>	<u>161,740</u>
	215,442	545,237	393,250	597,050

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

12. Creditors: amount falling due within one year

	2014	Group	Charitable Company	
	2013	2014	2013	
	£	£	£	£
Bank loans and overdrafts	-	-	-	11,740
Trade creditors	225,280	388,854	214,058	377,256
Taxation and social security	25,638	22,593	25,638	22,593
Other creditors	23,554	26,424	19,976	25,873
Deferred income	200,316	172,458	191,466	171,907
Accruals	123,464	72,417	92,607	66,943
	598,252	682,746	543,745	676,312

13. Creditors: amounts falling due after more than one year

	2014	Group	Charitable Company	
	2013	2014	2013	
	£	£	£	£
Chattel mortgage	400,000	400,000	400,000	400,000
	400,000	400,000	400,000	400,000

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).

14. Unrestricted funds

	Group	Charitable
	£	Company
	£	£
Balance at 1 April 2013	244,653	244,653
Net incoming resources	19,166	19,166
Funds transfers	1,319	1,319
Balance at 31 March 2014	265,138	265,138

The general reserve represents the free funds of the charity which are not designated for particular purposes.

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

15. Restricted funds

Group and charitable company

	Balance at 1 April 2013 £	Income £	Expenditure £	Funds Transfers £	Balance at 31 March 2014 £
HLF grant – capital	5,171,850	-	(2,486,374)	-	2,685,476
Collections fund	1,105,709	-	-	-	1,105,709
NWDA grant – capital	1,615,700	-	(767,105)	-	848,595
Other capital grants	25,177	-	-	-	25,177
Museums and Galleries Improvement Fund	3,994	-	(760)	-	3,234
Football Foundation, Football League and Arts Council	13,113	206,445	(179,487)	(1,319)	38,752
Other grants, donations and contracts	-	91,689	(66,715)	-	24,974
Total restricted funds	7,935,543	298,134	(3,500,441)	(1,319)	4,731,917

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. In the current year, a proportion of the impairment charge relating to the post year end surrender of the lease with Preston North End Plc has been allocated against this fund, as detailed per note 24.

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. In the current year, a proportion of the impairment charge relating to the post year end surrender of the lease with Preston North End Plc has been allocated against this fund, as detailed per note 24.

The 'Football Foundation, Football League and Arts Council' fund relates to specific projects including Street Speak, Best Approaches and Football League 125. All costs incurred for these projects will be restricted and allocated against the fund.

Other grants and donations comprises various projects including: Footie Plus, Sports Heritage Network and Hey Ya Qatar.

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

16. Future plans

The partnership with Manchester City Council has guaranteed the long term future of the National Football Museum in the North West and an exciting new public face of the Museum opened in the Urbis building in Manchester on 6 July 2012. This is a major new visitor attraction for the City of Manchester and the region and has opened up the collection to a much wider audience.

The Museum will build on the success achieved to date, further developing the world's greatest football collection, and take the collection to an even wider audience across the country. NFM will also expand and develop its 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.

17. Company limited by guarantee

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

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

18. Subsidiary companies

The National Football Museum owns the whole of the issued share capital of The National Football Museum (Trading) Ltd, The National Football Museum at Urbis (Trading) Ltd, World Football Museum Ltd and NFM Number 2 Ltd, companies registered in England and Wales. The subsidiaries are used to generate income for the charitable company. All activities have been consolidated on a line by line basis in the SOFA. The total net profit is gifted to the charity. A summary of the results of the subsidiaries are shown below:

National Football Museum (Trading) Limited

	2014 £	2013 £
Turnover	9,549	7,327
Cost of sales	<u>-</u>	<u>(7,069)</u>
Gross profit	9,549	258
Administration expenses	<u>(117)</u>	<u>(214)</u>
Net profit	9,432	44
Gifted to charity	<u>(9,432)</u>	<u>(44)</u>
	-	-
	<u><u>-</u></u>	<u><u>-</u></u>

The aggregate of the assets, liabilities and funds was:

	2014 £	2013 £
Assets	9,627	2,586
Liabilities	<u>(9,626)</u>	<u>(2,585)</u>
Funds (representing 1 ordinary share of £1)	<u>1</u>	<u>1</u>

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

18. Subsidiary companies (continued)

National Football Museum at Urbis (Trading) Limited

	2014 £	2013 £
Turnover	771,983	576,435
Cost of sales	<u>(158,561)</u>	<u>(85,164)</u>
Gross profit	613,422	491,271
Administration expenses	<u>(147,815)</u>	<u>(101,087)</u>
Net profit	465,307	390,184
Gifted to charity	<u>(465,307)</u>	<u>(390,184)</u>
	-	-

The aggregate of the assets, liabilities and funds was:

	2014 £	2013 £
Assets	226,369	172,285
Liabilities	<u>(226,368)</u>	<u>(172,284)</u>
Funds (representing 1 ordinary share of £1)	<u>1</u>	<u>1</u>

World Football Museum Limited

	2014 £	2013 £
Turnover	117,867	-
Cost of sales	<u>-</u>	<u>-</u>
Gross profit	117,867	-
Administration expenses	<u>-</u>	<u>-</u>
Net profit	117,867	-
Gifted to charity	<u>(117,867)</u>	<u>-</u>
	-	-

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

18. Subsidiary companies (continued)

World Football Museum Limited (continued)

The aggregate of the assets, liabilities and funds was:

	2014 £	2013 £
Assets	1	-
Liabilities	<u>-</u>	<u>-</u>
Funds (representing 1 ordinary share of £1)	<u>1</u>	<u>-</u>

NFM Number 2 Limited (previously World Football Museum Limited)

	2014 £	2013 £
Turnover	162,000	-
Cost of sales	<u>(4,133)</u>	<u>-</u>
Gross profit	157,867	-
Administration expenses	<u>(157,867)</u>	<u>-</u>
Net profit	-	-
Gifted to charity	<u>-</u>	<u>-</u>
	<u>-</u>	<u>1</u>

The aggregate of the assets, liabilities and funds was:

	2014 £	2013 £
Assets	27,045	1
Liabilities	<u>(27,044)</u>	<u>-</u>
Funds	<u>1</u>	<u>1</u>

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

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

	2014 £	2013 £
Net outgoing resources	(3,183,141)	(278,923)
Interest received	-	(38)
Interest paid	438	430
Depreciation	271,646	280,339
Impairment	3,081,975	-
(Increase)/decrease in stocks	(32,381)	(46,601)
(Increase)/decrease in debtors	329,795	(273,968)
(Decrease)/increase in creditors	<u>(84,494)</u>	<u>156,815</u>
Net cash (outflow)/inflow from operating activities	<u>383,838</u>	<u>(161,946)</u>

20. Reconciliation of net cash flow to movement in net debt

	2014 £	2013 £
(Decrease)/increase in cash in the year	323,411	(379,444)
Cash flow from movement in net debt	<u>-</u>	<u>-</u>
Movement in net debt in the year	323,411	(379,444)
Net debt at 1 April 2013	<u>(392,547)</u>	<u>(13,103)</u>
Net debt at 31 March 2014	<u>(69,136)</u>	<u>(392,547)</u>

21. Analysis of changes in net funds

	1 April 2013 £	Cash flow £	31 March 2014 £
Cash at bank and in hand	7,453	323,411	330,864
Debt due within one year	-	-	-
Debt due after one year	<u>(400,000)</u>	<u>-</u>	<u>(400,000)</u>
Net (debt)/funds	<u>(392,547)</u>	<u>323,411</u>	<u>(69,136)</u>

22. Related party transactions

The company has taken advantage of the exemption available in FRS8 "Related party disclosures" whereby it has not disclosed transactions with any wholly owned subsidiaries.

THE NATIONAL FOOTBALL MUSEUM

NOTES TO THE ACCOUNTS

YEAR ENDED 31 MARCH 2014

23. Operating lease commitments

At 31 March 2014 the group and charitable company had annual commitments under non-cancellable operating leases as set out below:

	2014	2014	2013	2013
	Land and	Other	Land and	Other
	Buildings		Buildings	
	£	£	£	£
Operating leases which expire:				
Within 1 year	-	-	-	-
Within 2 to 5 years	<u>-</u>	<u>20,848</u>	<u>-</u>	<u>20,848</u>
	-	20,848	-	20,848
	<u><u>-</u></u>	<u><u>20,848</u></u>	<u><u>-</u></u>	<u><u>20,848</u></u>

24. Exceptional costs

After the balance sheet date, the charity agreed to surrender a portion of the 60 year lease with Preston North End Plc, in order to save future running costs. An impairment charge has therefore been recognised in relation to this post balance sheet event, which has been charged to the statement of financial activity as an exceptional cost.