

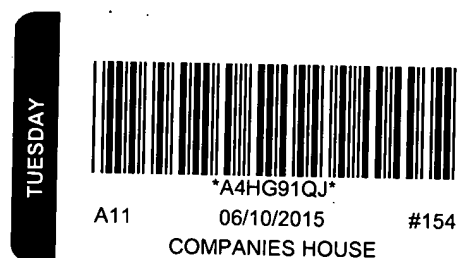
Company No: 03070670

Charity No: 1050792

# THE NATIONAL FOOTBALL MUSEUM

Trustees' Report and  
Consolidated Accounts

For The Year Ended  
31 March 2015



# THE NATIONAL FOOTBALL MUSEUM

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# THE NATIONAL FOOTBALL MUSEUM

## COMPANY INFORMATION

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<b>Chairman</b>	Mr P B Dermody
<b>Trustees</b>	Mr F A Ali Mr S Barker Ms R M Battle Sir H Bernstein Professor S J Broomhead Mr P B Dermody Ms M J Digby Mr J A Farquharson Lord R O Faulkner Mr P E Mainds (appointed 11 December 2014) Mr C A J Memmott Mr E P O'Rourke (appointed 12 June 2014) Mr N J Paske Mr I R Penrose Ms M H Stevenson Mr H P Swain (resigned 4 June 2014) Mr G Thompson
<b>Secretary</b>	Mr D J Martland
<b>Registered office</b>	Urbis Building Cathedral Gardens Manchester M4 3BG
<b>Company number</b>	03070670
<b>Charity number</b>	1050792
<b>Auditor</b>	Moore and Smalley LLP Chartered Accountants & Registered Auditors Richard House Winckley Square Preston PR1 3HP
<b>Bankers</b>	HSBC Bank Plc 49a Fishergate Preston PR1 8BQ
<b>Solicitors</b>	Brabners Chaffe Street 7-8 Chapel Street Preston PR1 8AN

# **THE NATIONAL FOOTBALL MUSEUM**

## **TRUSTEES' ANNUAL REPORT**

**FOR THE YEAR ENDED 31 MARCH 2015**

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The Trustees, who are also Directors for the purpose of the Companies Act, have pleasure in presenting their report and the accounts of the charity for the year ended 31 March 2015.

### **Legal status**

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

### **Current position**

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

### **Objectives and activities of the Museum**

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

#### **Amazing collections**

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

#### **Great exhibitions**

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

#### **Football changes lives**

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

#### **Superb service**

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

#### **Why does the Museum exist?**

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

#### **Who is the Museum for?**

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

**THE NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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

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

The Museum operates to the highest professional museum standards and has achieved Nationally Styled Museum Accreditation Status with Arts Council England, the Government body that promotes standards in the museums sector in the UK.

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

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

The National Football Museum has a national and international remit. The Museum has reached an audience of over two million people, through holding or contributing to over fifty exhibitions across the UK and over twenty-five overseas. Overseas exhibitions have included displays in France, Belgium, Germany, Portugal, Switzerland, Japan, Hong Kong, Austria, Turkey, Finland, Poland and Brazil.

**THE NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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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. We are supporting the development of an Irish Football Association museum for association football in Northern Ireland. The Museum has developed strong partnerships with the Everton Collection Charitable Trust, Stuart Roy Clarke's *Homes of Football*, the Neville Evans Collection and the Priory Collection. The Museum will continue to work closely with the growing number of football club museums in England.

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

**Benefit to the Public**

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

**Organisation/management of the Museum**

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

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

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

**THE NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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

<b>Name</b>	<b>Date of Appointment</b>	<b>Date of Re-election</b>
Ms M H Stevenson	1 November 2003	AGM 2016
Mr P B Dermody	1 July 2004	AGM 2016
Mr S Barker	2 July 2009	AGM 2015
Ms M J Digby	20 July 2005	AGM 2017
Mr J A Farquharson	7 November 2005	AGM 2017
Mr F A Ali	26 March 2007	AGM 2016
Mr C A J Memmott	16 November 2007	AGM 2016
Mr I R Penrose	16 November 2007	AGM 2016
Mr G Thompson	16 November 2007	AGM 2016
Sir H Bernstein	9 June 2010	AGM 2016
Professor S J Broomhead	9 June 2011	AGM 2017
Lord R O Faulkner	8 September 2011	AGM 2017
Ms R M Battle	14 June 2012	AGM 2015
Mr N J Paske	14 June 2012	AGM 2015
Mr E P O'Rourke	12 June 2014	AGM 2017
Mr P E Mains	11 December 2014	AGM 2018

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

**THE NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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**Business Review 2014/15**

**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. The Museum attracted 480,000 visitors during the year, rising to over 780,000 when all types of users, including outreach, are included. 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 expand and develop its ground-breaking learning and social inclusion programmes, which use the power of football to reach and help all our communities. The Museum will also continue to develop its international profile, through its long-standing highly successful partnership working with FIFA and UEFA.

**2 Stakeholders**

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

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

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 NATIONAL FOOTBALL MUSEUM

## TRUSTEES' ANNUAL REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

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### 2 Stakeholders (Continued)

*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.

### 3 Key Achievements

Key achievements in the period from 1 April 2014 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 second full financial year.

#### 3.2 Collections

Continuing to develop the world's greatest football collection.

#### 3.3 Research

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

#### 3.4 Creative Programming

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

**THE NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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**3 Key achievements (Continued)**

**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 Out of Play**

Delivering phase two of the Museum's art, learning and technology programme, Out of Play

**3.8 Marketing**

Attracting over 780,000 highly satisfied visitors and users during the year.

**3.9 Commercial**

Increasing visitor spend and commercial income

**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 second 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 far exceeding initial projections. The Museum is a huge hit with visitors and is a major new tourist attraction and cultural facility.

By drawing visitors in such large numbers from across the region, the country and internationally to Manchester, NFM has made a major contribution to Manchester's economy. This has been calculated at over £25 million p.a.

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

We were also delighted that we were the highest rated museum or attraction in the UK in 2014, according to research conducted at over 80 venues. Researchers from BDRC Continental, on behalf of the Association of Leading Visitor Attractions (ALVA), survey visitors to a selection of leading UK attractions and analyse their satisfaction against three major areas: what's at the attraction ('Site Content'), how well the attraction connects with visitors' emotions ('Emotional intensity') and quality of service ('Service Delivery'). Following surveys with over 450 visitors at the museum during 2014, the National Football Museum came out with an overall 'Experience Intensity' score of 94.50 out of 100, which was the highest in the country for the year.

**THE NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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**3.2 Collections**

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

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

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

A further major acquisition was the statue of Michael Jackson, designed by Bill Mitchell. This previously stood outside Fulham's Craven Cottage Stadium in London. It has been very kindly donated to the Museum by Mr Mohamed Al-Fayed. This is a key acquisition for the Museum to document the current relationship between wealthy owners, fans and celebrity.

Other acquisitions of note have included:

- 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. Originally from Glasgow, Suter played for Darwin and Blackburn Rovers in the 1870s and 1880s, winning three FA Cup finals during his career. This is a bequest.
- BBC sports journalist Dan Walker's player and team guidebook for the 2014 World Cup.
- Over one hundred wartime programmes relating to wartime sport, principally football, from both World War I and World War II – a bequest from a private collector.
- Cap, shirt and boots donated by Gary Davies, former captain of the England cerebral palsy team, and selected by the FA to enter the NFM Hall of Fame in 2015.

As a nationally and internationally significant museum, NFM loans items for display in exhibitions across the UK and around the world. This year items have been loaned to:

- Bedes World, Jarrow, Northumbria
- Harris Museum & Art Gallery, Preston
- Harvey Nichols, Dubai (with Visit Britain)
- Harvey Nichols, Manchester
- Kent History & Library Centre
- Discovery Museum, Newcastle
- People's History Museum, Manchester
- QUAD, Derby
- St Barbe Museum & Art Gallery, Shropshire

**THE NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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**3.2 Collections (Continued)**

- UCLAN, Preston
- Cadbury World, Birmingham,
- FC Rotterdam Museum, Netherlands
- Auckland Castle, County Durham
- Finney Café, Preston
- German Football Museum, Dortmund, Germany
- Avenue K Shopping Centre Kuala Lumpur, Malaysia (with Visit Britain)

The Museum has been awarded a grant of £77,000 from the Arts Council's Designation Development Fund to develop an online catalogue for the Designated collections with facilities for on-line exhibitions, a fans' scrapbook and links to online retail opportunities.

Collecting Cultures is a Heritage Lottery Fund initiative that supports museums, libraries and archives to develop their collections through strategic acquisition projects. NFM has been awarded a grant of £200,000 to develop its art collection in a 4-year project entitled The Art of Football. The project will focus on art inspired by or depicting football. Through the project it is aimed to fill gaps in the Museum's art collection through acquisition of priority works in particular from the post WWII period, in a 4-year programme and to create a completely new collection of artist's video and new media work relating to football. The new research and knowledge leading to new acquisitions will connect with the public through our Arts Council supported "Out of Play" project - enabling artists to work in relation to all aspects of our Museum. Further to this, the project will encompass staff training, collections management and the development of stronger relationships with partner art organisations.

**3.3 Research**

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

The International Football Institute (IFI), the Museum's research partnership with the University of Central Lancashire, has continued to make excellent progress. Based at the Museum and the University, IFI undertakes research on all aspects of football and makes this research available to the widest possible audience. IFI has produced over fifty publications to date. IFI is headed by Professor John Hughson. Two PhD studentships are being co-supervised by Professor Hughson and the Museum's Director, Dr Kevin Moore and IFI has six PhDs in progress in total. Kevin Moore is a Visiting Fellow at IFI. This year Justine Reilly successfully completed her PhD on 'Sports, museums and cultural policy', and Maja Kovac her PhD, 'A Positive Future for Sport in Serbia?: a comparative case study of football and rugby league'.

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

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

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

Clayton, J. and Hughson, J. (eds.) '150 Years of Football', double special issue of the journal Soccer & Society, 2015.

Hughson, J. "Ten years ahead of his time": the East End elegance of Martin Peters', Sport in History, 35:1, pp. 108-126, 2014.

**THE NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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**3.3 Research (Continued)**

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.

Museum Director Dr Kevin Moore was invited to speak at: a conference on research at the British Museum; the Museum and Heritage Show, London; the conference for the European Museum of the Year Awards, Glasgow; the Association of Independent Museums annual conference, Bristol; a conference on the World Cup 2014 at the University of Oxford; the Doctoral Training Programme at the University of Cambridge; and the Sport in Museums Network conference at the British Library.

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

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

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

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

**3.4 Creative Programming**

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

The Museum created two major temporary exhibitions during the year. First, as part of Harmonious Society, the Asia Triennial Manchester arts festival, which was held at six venues across the city, NFM staged an exhibition of Chinese contemporary art with a sporting theme. As well as the artworks hosted by NFM, the exhibition was augmented by the Museum's own commissions, as part of NFM's Out of Play arts programme, which is funded by Arts Council England.

The second, the exhibition *The Greater Game, Football and the First World War*, funded by the Heritage Lottery Fund, opened in December 2014, to great public acclaim and media interest. The Museum created a book to accompany the exhibition, in the well-known Shire publications series. As part of the exhibition NFM is working in partnership with 'Football and the First World War', a First World War community centenary project to develop an online database of every footballer that served in the War, searchable by player or club: [www.footballandthefirstworldwar.com](http://www.footballandthefirstworldwar.com).

# THE NATIONAL FOOTBALL MUSEUM

## TRUSTEES' ANNUAL REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

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### 3.4 Creative Programming (Continued)

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

The Museum also hosted two smaller temporary exhibitions in the Hall of Fame during the year. Meet the Belgians! In April 2014, funded by the Belgian Tourist Board and the Belgian Football Federation, highlighted the role of Belgian players in English football. Whose Game Is It? Football Through The Eyes of the Fans in January /February 2015 took a closer look at the emotions, experiences, memories and views of football supporters around Europe. This exhibition was part of a large European academic project. The FREE (Football Research in an Enlarged Europe, [www.free-project.eu](http://www.free-project.eu)) Project is a collective endeavour of nine European universities, led in the UK by Loughborough University. Researchers have explored the importance of football for the social life of Europeans. The exhibition was then displayed at the European Parliament in Brussels.

A number of items were added to the permanent displays during the year, in line with important anniversaries in the game, or to mark the important contribution of individuals. These included:

- Objects relating to Keith Alexander, the first black Football League manager with Lincoln City and other clubs, on display from October for Black History Month
- Artworks by Royal artist Darren Baker, supported by the PFA, including a tribute to the Footballer's Battalion, which was sold to raise money for NFM at the NFM Hall of Fame in October
- Vinnie Jones Spitting Image puppet, kindly loaned by football author George Sik.
- Sir Stanley's Matthews' 1953 FA Cup winning medal to mark the centenary of his birth February 2015
- The contents of George Best's safety deposit box displayed for the first time. This Includes his first ever pair of football boots.
- A display to mark LGBT month, in collaboration with the organisation Football v Homophobia
- 'Ball on Wheels' painting by Patrick Hughes, on loan from the Walker Art Gallery.
- Albert Johanneson – 2 year loan from his daughter of FA Cup runners up medal, FA Cup final banquet menu, 2nd Division winner's medal, tankard presented by the club, family bible and letter from a fan. This is to mark the 50th anniversary of him being the first black (African) footballer to play in a Cup final.
- British Home Championship Trophy – 2 year loan from the Irish Football Association, the last winners of the trophy
- Artist Gecko's work 'From the Heart', to commemorate the 25th anniversary of the Hillsborough Stadium disaster
- A selection of historic World Cup posters
- A selection of 1950 World Cup objects, North East artist David Watson's painting 'Matchday at Ayresome Park' on public display for the first time
- Original artwork from the iconic Ladybird book The Story of Football, as part of the centenary celebrations of Ladybird Books.

**THE NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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**3.4 Creative Programming (Continued)**

**Events and activities delivered during this period included:**

- 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 researcher Dr Jean Williams
- George Best evening paid ticketed evening event on 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. More than 100 people attended and engaged in lively discussions with the panel
- Matt Pyke sound and light installation also on 15 May as part of Museums at Night – see Out of Play
- Manchester Print Fair Design Derby
- Manchester Children's Literary Festival.
- Football Against Racism Europe (FARE) held an event to select former Belgian footballer Mbo Mpenza as a new ambassador for FARE.
- Children's author, Terry Deary, story-telling sessions
- A panel discussion event with the Manchester Jewish Museum (MJM), in partnership with Kick It Out, to coincide with the exhibition Four Four Jew at MJM.
- A football memories event focusing on 'first memories of going to the match' to mark World Alzheimer's Day, in partnership with the Sporting Memories Network, supported by the PFA.
- Lectures by leading academics and writers on aspects of football in the First World War, including Iain Adams and Phil Vasili
- An event to celebrate Blind Football with the England Blind Team prior to England's hosting of the European Championships in August
- Two events related to LGBT month, in partnership with the campaigning organisation Football V Homophobia.
- BBC Radio 5 Live panel event on women's football as part of the build up to the Women's World Cup.

**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.

# THE NATIONAL FOOTBALL MUSEUM

## TRUSTEES' ANNUAL REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

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### 3.5 Hall of Fame (Continued)

#### **Developing the National Football Museum Hall of Fame.**

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

- Michael Owen
- Patrick Vieira
- Alan Shearer
- Trevor Francis
- Sylvia Gore
- Hughie Gallacher
- Matt Dimbylow

Also inducted were the Preston North End 'Invincibles' team of 1889-1890 and the Footballers' Battalion from the First World War.

### 3.6 Learning and Community

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

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

- First Division, the football and numeracy project for young people funded by the Oglesby Trust, was launched in May 2014 with the support of footballers Clarke Carlisle and Rachel Brown-Finnis.
- The Manchester College have commissioned NFM to deliver First Division training sessions and resources for 10 specially selected prisons nationally. This relationship is also likely to see other topics delivered in prisons using this format. Additional First Division boxes have already been sold as a result.
- Fortnightly Baby Moves and Let's Play Toddler sessions continue to be over-subscribed. The new Tots FC programme is successfully being trailed during the school holidays.
- The Learning Team delivered activities at the Royal Manchester Children's Hospital for a day in July as part of Culture Shots – a partnership between the Manchester Museums Group and Manchester Central University Hospitals NHS Foundation Trust. More than 50 children at the hospital found out about football history through object handling and dressing up. Over 200 people participated in Manchester Children's Book Festival events too.
- A new formal education offer to promote a joint visit to Manchester Cathedral by schools on the theme of ethics and morals has been developed.



**THE NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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**3.6 Learning and Community (Continued)**

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

- The Arts Council SLiCE programme saw NFM selected to partner with Accrington Academy to develop resources which help schools deliver outcomes around British Values – a hugely important focus for schools. Resources have been created to challenge young people to explore these values using controversial and memorable events in football history, including the banning of women's football in 1921. This has worked alongside the Out Of Play project, Red Card, working with local football teams and Pivot Education.
- The team have been working with Kick It out to showcase equality projects nationally. Its national school celebration event was held at NFM last month.
- The Learning Team were commissioned by Manchester City FC academy to develop and deliver 3 education sessions on a football and WW1 theme for their under-12s team prior to the team visiting Ypres in November. A new session, based on this trial is now available for schools and families for the Greater Game WWI exhibition.
- NFM worked with the British Council Football Remembers programme in promoting a national schools competition to produce posters about local footballers who served in WW1. The posters were displayed in the NFM Learning Zone.
- The Learning Team participated in the Soccerex Family Festival at the Etihad Stadium.
- Two new creative science INSET (training) session for teachers based on Technology and Football using LEGO and Scratch (computer programming/coding software) and is being delivered in collaboration with practitioners as part of 'Out of Play' (see below).
- The team have already successfully delivered a How to Plan a School Trip INSET and will do more as a result.
- The Learning Team are working in partnership with the Peoples History Museum to reciprocally review staff delivery performance and session content.

**THE NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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**3.7 Out of Play**

**Delivering phase two of the Museum's art, learning and technology programme, Out of Play**

NFM is now delivering phase two of its ambitious and acclaimed art, learning and technology programme, called 'Out of Play', which is funded by a grant from Arts Council England, of £135,000. This has included a number of exciting initiatives and collaborative projects.

National Football Artist Residency Pilot Scheme - Our residency scheme is underway with our first residency with LJMU graduate designer Malik Thomas now completed as part of the Greater Game exhibition. Malik worked in relation to NFM's collection creating a series of illustrations and an interactive sketchbook for presentation within the Greater Game.

Two further artist in residence projects have seen Jen Southern work with the players of the Workington Uppies and Downies traditional football game in Cumbria to create a GPS map of their field of play and Matthew Plummer-Fernandez working with Forest Green Rovers FC and Ecotricity to create artworks using their robotic lawnmower.

We have partnered on a "Grants for the Arts" from Arts Council England (resulting in an additional £15,000 of funding to the project) in collaboration with the artist Neville Gabie to support a further residency. The emphasis of the project is to use community archaeology as a means to explore a once great club, Bradford Park Avenue, at its former (now derelict) grounds. NFM will host an exhibit of the resulting artefacts and artworks at the end of 2015.

Having won the Culture24 public vote to host artist Matt Pyke as part of Museums At Night, NFM stayed open late for the unveiling of Matt Pyke's sound and light experience. The evening attracted more than 800 visitors, many of whom would not usually visit the Museum.

An ongoing 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. 2nd year students worked on a project to 'make the National Football Museum more Brazilian for the World Cup' and their innovative ideas were displayed for a day in the Museum. The results of the School's collaboration with Brazilian designers featured in a large scale Brazilian tile display in June.

NFM held a World Cup festival in partnership with De Montfort University and Manchester School of Art. This included a small exhibition of Brazilian designers, a study on World Cup posters, a large scale Brazil themed graphic developed by Manchester School of Art students and a stakeholder event to coincide with a big screening of the opening game of the World Cup.

Our online Commentary project [www.commentaryproject.org](http://www.commentaryproject.org) developed partnerships with major European design studios resulting in an exhibition held at Universität der Künste Berlin from June 4th until June 12th tying in with Berlin's hosting of the Champions League Final. This project is a partnership between Manchester Metropolitan University School of Art, Universität der Künste Berlin and Designtransfer and attracted significant international press including UK articles in the Guardian, Design Week and Soccer Bible, US (CNN), Germany (page-online.de) and even a Korean design journal.

In June 2015 Out of Play launched an Art & Technology Showcase, with a number artworks displayed around the Museum including a major new commission in our immersive cinema space "The Time of the Game". Further works included a series of projected animations in the Fans Art Wall space and a cabinet of football and technology artefacts, all of which builds the museum's technical and collections expertise for future projects.

**THE NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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**3.8 Marketing**

**Attracting over 780,000 highly satisfied visitors and users during the year**

The marketing team ensured that the Museum attracted over 480,000 visitors during the year (against a target of 420,000). This figure rises to over 780,000 when all users, including outreach, are included. Key campaigns included: an awareness and visitor campaign during the 2014 World Cup; a successful summer marketing campaign based on establishing the Museum as a 'family fixture' during the school holidays; the introduction of museum mascot Pickles The Dog during October half term; an awareness-generating Christmas campaign which brought 'Santa's Grotto' to the museum; and the launch of the Greater Game exhibition in December 2014.

2015 has seen more successful campaigns, introducing the idea of 'play' for February Half Term (when extra gaming opportunities were introduced). A targeted campaign for the 'Out Of Play' exhibition in May 2015 resulted in strong creative work, reaching a niche audience, and creating a template for more cohesive marketing for the museum's arts offering.

Working with designers Instruct and photographers from The Mancorialist, the marketing team also developed a refreshed approach to 'general advertising' early in 2015. Informed by extensive visitor research, and based on a new visitor segmentation model, the 'Open To All' campaign was launched pre-summer, with extensive Out Of Home (OOH), presence. This campaign featured images of real museum visitors, targeting key audiences including families, tourists and football fans. The work done on this campaign should ensure a coherent, targeted approach to 'general' advertising opportunities, outside of exhibition or holiday campaigns, for some time to come. Approaching summer 2015, the team have created a campaign once again focussed on families, encouraging a sense of 'play' at the Museum.

Marketing spend has continued to move towards some digital and social advertising, with Out Of Home remaining a key spend and print distribution being executed with greater focus on key audience postal sectors. During 2015 the team have worked with media buyers AKA, who have delivered some good value results for OOH and digital packages, bolstered by the museum's own relationships with Marketing Manchester and Manchester City Council.

The marketing team shaped a programme of fun, family events for the summer 2014 campaign, which helped deliver above-target visitor figures. The 'Summer Fete' event held on 10 August 2014 saw the museum's busiest single day since the opening week in 2012. The summer campaign also used regional commercial radio advertising, which the museum has consistently used as a key way to reach the family audience.

The Christmas 2014 marketing campaign helped enforce the Museum's position as a key family destination or 'stop-off' in the city. A grotto and giveaways were well received by visitors and helped support the retail offer during this period. Visitor figures were consistent with the previous year's improvement.

Social media has continued to be a key communication tool for the Museum, with continued increases in engagement via the main platforms of Twitter, Facebook and Instagram. The marketing team have also taken advantage of the Google Grants scheme, securing \$10,000 of free Google advertising per month, from May 2015.

Website traffic for the period 1 April 2014 – 31 March 2015 remained consistent, with around quarter of a million users generating 1.28 million page views. Work on a new website, [www.nationalfootballmuseum.com](http://www.nationalfootballmuseum.com), with a focus on collections, retail and clearer What's On information, was started in October 2014. The site relaunched in July 2015.

Media coverage for the Museum has again been very good, with a number of highlights being supported by regular appearances in listings and holiday round-ups in key regional and national publications.

**THE NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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**3.8 Marketing (Continued)**

**Attracting over 780,000 highly satisfied visitors and users during the year**

Highlights have included national TV and press coverage for the Hall Of Fame event at the Museum in October 2014, with Sky and BBC cameras interviewing inductees including Alan Shearer, Patrick Vieira and Michael Owen. Continued strong links with BBC Sport led to the live broadcast of the FA Cup 2nd Round draw at the Museum in November 2014. Significant print, online and broadcast coverage was secured for the launch of The Greater Game just prior to Christmas, with a performance by local schoolchildren of Silent Night, created alongside a number of schools in Germany in conjunction with CHANT productions, featuring in numerous regional news bulletins.

August 2014 saw national tabloid, television and radio coverage for the Museum when pundit and ex-player Robbie Savage followed up a twitter conversation by donating his 'famous' long hair to the Museum following a trip to the hairdressers. This 'silly season' story reached a wide mainstream audience and provided good brand awareness during the summer period.

Total media coverage value for the year (excluding extensive coverage overseas) has been valued at £7,069,606, reaching over 720 million people. These figures represent a near-doubling of last year's coverage. We have featured in 688 articles, including 120 national press mentions, and 44 TV features. Initiatives including regular 'Sticker Swap sessions' during summer 2014 and a successful 'Shirt Amnesty' campaign helped drive engagement, visitor figures and press coverage with minimal spend from the Museum. The shirt amnesty campaign is being repeated in 2015.

The Museum has continued to promote its brand and retail offer to international markets, with pop-up stores appearing as part of Visit Britain activations in key markets in Malaysia and Dubai.

The marketing team have overseen the partial redesign of the Visitor Guide, now priced at £2, with a range of cover options available for staff to sell. The new guide includes a family trail and data-capture mechanism which has contributed to the growth of the museum's newsletter database.

National Football Museum won 'Best Social Media Presence of the Year' at the City of Manchester Business Awards 2015, and was once again nominated as Large Visitor Attraction of the Year at the Manchester Tourism Awards 2014.

**3.9 Commercial**

**Increasing visitor spend and commercial income**

A key element of the commercial activity of the Museum during the year was to increase visitor spend, and this resulted in significant improvement on last year's figures. Retail income rose from £276,146 to £351,858. Football Plus Interactive sales rose from £192,128 to £205,716. Other visitor income (excluding catering) increased from £139,673 to £164,734.

Sponsorship income rose from £33,074 in 2013/14 to £65,730 in 2014/15. The Hall of Fame awards in association with the Professional Footballers' Association took place at the Museum on 16th October 2014. The event proved to be a great success once again with some of the biggest names in the industry, past and present in attendance. The event was sold out with many last minute ticket enquiries having to be declined. In total there were 230 guests with ticket sales totalling £24,000.

**THE NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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**3.9 Commercial (Continued)**

**Increasing visitor spend and commercial income**

Sponsorship sales exceeded the previous year's after a pro-active approach by the commercial team in the summer. The Professional Footballers' Association's sponsorship will continue after the signing of a new three year deal (£50,000) which has granted the PFA title sponsorship of the Hall of Fame. Similarly, the Football Association have followed suit in committing to a three year sponsorship (£10,000 p.a.) focused specifically on the Female Award and The Football for All award. Singha Beer was once again our Drinks Sponsor for the event and will continue to be so over the coming years. Singha Beer's sponsorship totalled (£4,000) plus an in-kind donation of 40 cases of beer (a wholesale value of approx. £1000). Our final sponsor at the Hall of Fame was Conlon Construction who came on board as the award sponsors for the Preston Invincibles induction (£5,000). Combined sponsorship sales totalled £35,666.

For the Hall of Fame 2014 Silent Auction we partnered with a company called iBid. Using iBid's technology and logistical support we were able to provide a live feed of the current winners for each lot, thereby prompting competition between attendees. This year we partnered with the Bobby Moore Fund and both organisations provided ten lots each to the silent auction in return for a 50/50 split of the profit. We worked closely with a number of organisations to source numerous lots, most notably, Manchester City Football Club provided us with a signed and framed first team shirt and also 4 tickets to watch the recent fixture with Newcastle United in the Chairman's suite.

One notable lot to mention was provided by portrait artist Darren Baker, who has previously held the titles of official portrait artist to her majesty the Queen, portrait artist for the Olympic Games and also for the Professional Footballers' Association. Darren created an exclusive limited edition artwork depicting the Footballer's Battalion – one of the new inductees. Due to the value of Darren's work this lot's winning bid was retained exclusively by the National Football Museum. Darren has agreed to produce one new artwork a year to be used in the silent auction and is quickly becoming an avid supporter of the museum. Auction fundraising and other activity reached a total of over £14,000.

The commercial team has secured sponsorship totalling £50,000 for the Museum's next temporary exhibition, From Pitch to Pixel: Football Gaming, which brings together the fields of computer gaming, football and digital art. The sponsors are EA (Electronic Arts makers of the "FIFA" football game series) and Sports Interactive (part of Sega who are responsible for the hugely successful Football Manager games).

Last year we acquired Aon as our first Corporate Members and they have recently re-signed for a further year (£2,000). We have consulted with Kudos and increased the number of events Aon receive as part of their package, whilst also offering attendees to Manchester United matches free museum tours. This has increased the hospitality capacity that the company offers to their VIP guests – something they are extremely happy with.

Artist Darren Baker has completed 18 original new artworks depicting the likes of Lionel Messi, Cristiano Ronaldo, Didier Drogba and David Beckham which NFM can sell and use to raise funds. Darren has been a real advocate and supporter for NFM and is keen to help our commercial fundraising efforts. The selling gallery launched in the Hall of Fame earlier in 2015 and his artworks will be available for anyone to purchase (they will also be listed on our new shop site). Darren has agreed to cover all costs of designing and creating the graphics for the display.

Konami makers of the popular football video game franchise Pro Evolution Soccer held the exclusive UK launch of the 2015 instalment at the Museum on the 12th November 2014. The museum was the first place in the UK that the public could get their hands on the game before its worldwide release the following day. Over 800 visitors attended the launch which was held in the Hall of Fame before a private VIP evening was held in the suite on Levels 5 and 6. Here, 40 high profile video gamers took place in an offline competition for the chance to win a PS4. For the UK public that couldn't attend the Museum during the day the gameplay was streamed live over the internet.

**THE NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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**3.10 Leadership in the Museums Sector**

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

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

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

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

**Future Plans**

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

The Museum will build on the success achieved to date, further developing the world's greatest football collection, and take the collection to an even wider audience across the country. NFM will also expand and develop its ground-breaking learning and social inclusion programmes, which use the power of football to reach and help all our communities.

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

**Financial review**

**General**

The Financial statements for the Museum for the year ending 31st March 2015 highlight the second complete financial year of trading for the Museum at its new home in Manchester and a consolidation of the trading company activity since the move from Preston to Manchester. All funding arrangements are in place and Manchester City Council will continue with a direct grant funding arrangement. The Museum generated strong commercial income throughout the year.

**Detailed**

Total unrestricted income generated within the year was £2,786,348 of which £1,850,000 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.

# **THE NATIONAL FOOTBALL MUSEUM**

## **TRUSTEES' ANNUAL REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2015**

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### **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 and World Football Museum Limited, companies registered in England and Wales. The subsidiaries undertake a number of commercial activities for the Museum. They include retail, catering, corporate hospitality, commercial sponsorship, image rights and licensing and publication royalties.

### **Heritage assets**

The Museum owns five collections of major historical significance. Details of the individual collections are included within note 10 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 16 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.

### **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 NATIONAL FOOTBALL MUSEUM**  
**TRUSTEES' ANNUAL REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2015**

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**Auditor**

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

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

This report was approved by the board on .....31/9/15.....and signed on its behalf



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



# **THE NATIONAL FOOTBALL MUSEUM**

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBER OF THE NATIONAL FOOTBALL MUSEUM**

**YEAR ENDED 31 MARCH 2015**

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We have audited the financial statements of The National Football Museum Limited for the year ended 31 March 2015, 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 the Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with regulations made under section 154 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

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

As explained more fully in the Trustees' Responsibilities Statement set out on pages 21 and 22, the trustees, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. We have been appointed auditor under Companies Act 2006 and report in accordance with this Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

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

### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2015, 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 and the Charities Act 2011.

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

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

## THE NATIONAL FOOTBALL MUSEUM

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES (continued)

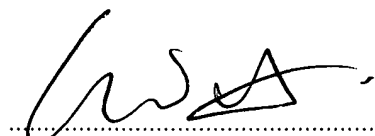
YEAR ENDED 31 MARCH 2015

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#### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and Charities Act 2011 require us to report to you if, in our opinion:

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



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

Richard House  
Winckley Square  
Preston  
PR1 3HP

4/2/15

# THE NATIONAL FOOTBALL MUSEUM

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2015

	Note	Unrestricted funds £	Restricted funds £	Total funds 2015 £	Total funds 2014 £
Incoming resources					
Voluntary income:					
Grant donations	2	1,894,551	489,229	2,383,780	2,272,994
Incoming resources from charitable activities	3	370,450	-	370,450	390,115
Incoming resources from generated funds	3	521,297	-	521,297	611,731
Interest received		51	-	51	-
<b>Total incoming resources</b>		<b>2,786,349</b>	<b>489,229</b>	<b>3,275,578</b>	<b>3,274,840</b>
Resources expended					
Charitable expenditure					
Costs of generating funds	4	364,315	109,331	473,646	409,165
Costs of furtherance of charitable objects	4	2,594,045	290,671	2,884,716	2,927,902
Governance costs	5	38,599	-	38,599	38,939
Exceptional costs	25	-	-	-	3,081,975
<b>Total resources expended</b>	<b>6</b>	<b>2,996,959</b>	<b>400,002</b>	<b>3,396,961</b>	<b>6,457,981</b>
<b>Net incoming/(outgoing) resources before transfers</b>		<b>(210,610)</b>	<b>89,227</b>	<b>(121,383)</b>	<b>(3,183,141)</b>
Transfers between funds		(40,533)	40,533	-	-
<b>Net incoming/(outgoing) resources for the year</b>		<b>(251,143)</b>	<b>129,760</b>	<b>(121,383)</b>	<b>(3,183,141)</b>
Balance brought forward		265,138	4,731,917	4,997,055	8,180,196
Balance carried forward		13,995	4,861,677	4,875,672	4,997,055

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

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

# THE NATIONAL FOOTBALL MUSEUM

## CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2015

	Note	Unrestricted funds £	Restricted funds £	Total funds 2015 £	Total funds 2014 £
Fixed assets					
Tangible assets	9	229,600	3,467,586	3,697,186	3,850,491
Heritage assets	10	-	1,625,709	1,625,709	1,505,709
		229,600	5,093,295	5,202,895	5,356,200
Current assets					
Stocks		82,257	-	82,257	92,801
Debtors	12	294,412	157,004	451,416	215,442
Cash at bank and in hand		20,179	11,378	31,557	330,864
		396,848	168,382	565,230	639,107
Creditors: amount falling due within one year	13	(612,453)	-	(612,453)	(598,252)
Net current assets/(liabilities)		(215,605)	168,382	(47,223)	40,855
Total assets less current liabilities		13,995	5,261,677	5,275,672	5,397,055
Creditors: amounts falling due after more than one year	14	-	(400,000)	(400,000)	(400,000)
<b>Net assets</b>		13,995	4,861,677	4,875,672	4,997,055
Funds					
Unrestricted funds	15	13,995	-	13,995	265,138
Restricted funds	16	-	4,861,677	4,861,677	4,731,917
		13,995	4,861,677	4,875,672	4,997,055

These accounts were approved and authorised for issue by the trustees on 31/3/15 and are signed on their behalf by:

Mr P B Dermody Trustee

Trustee

Company registration number: 03070670

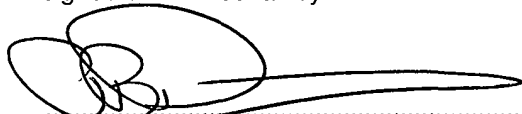
# THE NATIONAL FOOTBALL MUSEUM

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

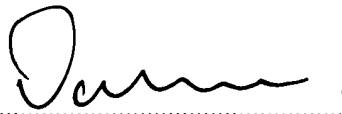
AS AT MARCH 31 MARCH 2015

	Note	Unrestricted funds £	Restricted funds £	Total funds 2015 £	Total funds 2014 £
Fixed assets					
Tangible assets	9	229,600	3,467,586	3,697,186	3,850,491
Heritage assets	10	-	1,625,709	1,625,709	1,505,709
Investments	11	3	-	3	4
		229,603	5,093,295	5,322,898	5,356,204
Current assets					
Stocks		14,052	-	14,052	12,921
Debtors	12	304,955	157,004	461,959	393,250
Cash at bank and in hand		-	11,378	11,378	178,425
		319,007	168,382	487,389	584,596
Creditors: amount falling due within one year	13	(534,615)	-	(534,615)	(543,745)
Net current assets/(liabilities)		(215,608)	168,382	(47,226)	40,851
Total assets less current liabilities		13,995	5,261,677	5,275,672	5,397,055
Creditors: amounts falling due after more than one year	14	-	(400,000)	(400,000)	(400,000)
<b>Net assets</b>		13,995	4,861,677	4,875,672	4,997,055
Funds					
Unrestricted funds	15	13,995	-	13,995	265,138
Restricted funds	16	-	4,861,677	4,861,677	4,731,917
		13,995	4,861,677	4,875,672	4,997,055

These accounts were approved and authorised for issue by the trustees on 3/9/15 and are signed on their behalf by:



Mr P B Dermody – Trustee – Chair



Trustee

Company registration number: 03070670

**THE NATIONAL FOOTBALL MUSEUM**  
**CONSOLIDATED CASH FLOW STATEMENT**  
**YEAR ENDED 31 MARCH 2015**

	Note	£	2015 £	£	2014 £
Net cash inflow/(outflow) from operating activities	20		(252,091)		383,838
Returns on investment and servicing of finance					
Interest received			51		-
Interest paid			-		(438)
Capital expenditure					
Payments to acquire tangible fixed assets			(47,267)		(59,989)
<b>Cash inflow/(outflow) before financing</b>			(299,307)		323,411
Financing					
Net inflow/(outflow) from bank loans					
Net inflow/(outflow) from other long term creditors			-	-	
Net cash inflow/(outflow) from financing			-		-
<b>Increase/(decrease) in cash</b>	22		(299,307)		323,411

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

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### 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 undertakings. The results of the subsidiaries 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

FOR THE YEAR ENDED 31 MARCH 2015

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### 1 Accounting policies (continued)

#### **Tangible fixed assets and depreciation**

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

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

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

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

#### **Heritage assets**

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

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

#### **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

#### **Operating leases**

Rentals applicable to operating leases are charged to the SOFA over the period in which the cost is incurred.

#### **Taxation**

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



# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

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### 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 2015 £	Total funds 2014 £
MCC grant	1,850,000	-	1,850,000	1,950,000
Other grants and donations	44,551	489,229	533,780	321,332
Miscellaneous income	-	-	-	1,662
	<hr/>	<hr/>	<hr/>	<hr/>
	1,894,551	489,229	2,383,780	2,272,994
	<hr/>	<hr/>	<hr/>	<hr/>

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

### 3 Income from charitable activities

	Unrestricted funds £	Restricted funds £	Total funds 2015 £	Total funds 2014 £
Interactive sales	205,716	-	205,716	192,128
Exhibition income	-	-	-	58,314
Visitor income	164,734	-	164,734	139,673
	<u>370,450</u>	<u>-</u>	<u>370,450</u>	<u>390,115</u>

### Other income generating activities

	Unrestricted funds £	Restricted funds £	Total funds 2015 £	Total funds 2014 £
Royalties and image sales	4,647	-	4,647	8,449
Sponsorship	65,730	-	65,730	33,074
Corporate sales	-	-	-	1,100
We Speak Football touring exhibition	-	-	-	162,000
Shop takings	351,858	-	351,858	276,146
Commissions	99,062	-	99,062	130,962
	<u>521,297</u>	<u>-</u>	<u>521,297</u>	<u>611,731</u>

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

### 4 Charitable expenditure

	Unrestricted funds	Restricted funds	Total funds 2015 £	Total funds 2014 £
Cost of generating funds:				
Purchases and other cost of sales	239,393	-	239,393	153,593
Wages and national insurance	101,600	-	101,600	160,000
Cost of events and projects	23,322	109,331	132,653	95,572
	<u>364,315</u>	<u>109,331</u>	<u>473,646</u>	<u>409,165</u>

### Costs in furtherance of charitable objectives:

	Unrestricted funds	Restricted funds	Total funds 2015	Total funds 2014
Wages and national insurance	1,189,585	-	1,189,585	1,059,636
Pension costs	80,895	-	80,895	88,634
Education	4,473	-	4,473	8,031
Training	1,031	-	1,031	3,108
Rates and water	27,171	-	27,171	32,270
Heat & light	223,878	-	223,878	258,595
Insurance	54,422	-	54,422	43,280
Repairs and maintenance	299,785	-	299,785	306,468
Cleaning	86,968	-	86,968	119,972
Marketing costs	313,777	-	313,777	304,111
Exhibition costs	26,465	195,773	222,238	263,755
Telephone	48,929	-	48,929	54,766
Printing, postage and stationery	17,725	-	17,725	19,780
Motor and travel expenses	24,082	-	24,082	26,251
Bad and doubtful debts	3,928	-	3,928	-
General expenses	26,390	-	26,390	16,736
Software support	18,463	-	18,463	19,978
Bank charges	9,209	-	9,209	7,374
Interest payable and similar charges	-	-	-	438
Legal and professional	31,195	-	31,195	23,073
Depreciation – leasehold improvements	1,927	82,300	84,227	155,205
Depreciation – permanent exhibitions	11,005	12,598	23,603	29,249
Depreciation – plant and equipment	92,742	-	92,742	87,192
	<u>2,594,045</u>	<u>290,671</u>	<u>2,884,716</u>	<u>2,927,902</u>

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

### 5 Governance costs

	Unrestricted funds	Restricted funds	Total funds 2015 £	Total funds 2014 £
Wages and national insurance	27,444	-	27,444	27,172
Legal and professional	950	-	950	1,000
Audit fee (charitable company)	8,650	-	8,650	9,400
Insurance	1,555	-	1,555	1,367
	<u>38,599</u>	<u>-</u>	<u>38,599</u>	<u>38,939</u>

### 6 Total resources expended

	Staff costs £	Depreciation £	Other costs £	Total funds 2015 £	Total funds 2014 £
Direct charitable expenditure	1,372,080	200,572	1,785,709	3,358,361	3,337,067
Governance costs	27,444	-	11,155	38,599	38,939
Exceptional costs	-	-	-	-	3,081,975
	<u>1,399,524</u>	<u>200,572</u>	<u>1,796,864</u>	<u>3,396,960</u>	<u>6,457,981</u>

#### The aggregate payroll costs were:

	2015 £	2014 £
Wages and salaries	1,221,186	1,152,815
Social security costs	97,443	93,994
Pension costs	80,895	88,634
	<u>1,399,524</u>	<u>1,335,442</u>

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

### 6 Total resources expended (continued)

#### Particulars of employees

The average number of employees analysed by function was:

	2015 No.	2014 No.
Collections and learning	8	8
Visitor experience	42	45
Operations	5	5
	<u>55</u>	<u>58</u>

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

	2015 No.	2014 No.
Collections and learning	5	11
Visitor experience	36	33
Operations	4	4
	<u>45</u>	<u>51</u>

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

	2015 £	2014 £
£60,000 - £70,000	1	1
Greater than £70,000	-	-
	<u>1</u>	<u>1</u>

Pension contributions in respect of the above employee totalled £15,205 (2014: £14,868).

The trustees received no remuneration from the charitable group. A total of £931 (2014: £611) 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 £1,555 (2014: £1,367).

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

### 7 Net incoming resources

Net incoming resources is stated after charging:

	2015 £	2014 £
Pension costs	80,895	88,634
Depreciation	200,572	271,646
Impairment of fixed assets	-	3,081,975
Auditors remuneration		
Audit fees (group)	19,500	18,000
Other services	3,854	2,990

### 8 Results of the parent company

As permitted by paragraph 397 of SORP 2005 these accounts do not include a separate SOFA for the parent charity. The results of the parent charity alone (including gift aid receipts from its subsidiaries as detailed in Note 19) are:

	2015 £	2014 £
Holding company's deficit for the financial year	121,383	3,183,141

### 9 Tangible fixed assets

#### Group and charitable company

	Leasehold improvements £	Permanent exhibitions £	Plant & equipment £	Total £
<b>Cost</b>				
At 1 April 2014	9,072,260	2,286,412	367,189	11,725,861
Additions	957	7,253	39,057	47,267
Disposals	(4,149,118)	-	-	(4,149,118)
<b>At 31 March 2015</b>	<b>4,924,099</b>	<b>2,293,665</b>	<b>406,246</b>	<b>7,624,010</b>
<b>Depreciation</b>				
At 1 April 2014	5,390,149	2,213,578	271,643	7,875,370
Charge for the year	84,227	23,603	92,742	200,572
Disposals	(4,149,118)	-	-	(4,149,118)
	1,325,258	2,237,181	364,385	3,926,824
<b>Net book value</b>				
<b>At 31 March 2015</b>	<b>3,598,841</b>	<b>56,484</b>	<b>41,861</b>	<b>3,697,186</b>
At 31 March 2014	3,682,111	72,835	95,545	3,850,491

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

### 9 Tangible fixed assets (continued)

#### Group and charitable company

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.

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

### 10 Heritage assets

#### Group and charitable company

	Collection items £	Total £
Cost		
At 1 April 2014	1,505,709	1,505,709
Additions	120,000	120,000
<b>At 31 March 2015</b>	<b>1,625,709</b>	<b>1,625,709</b>
Net book value		
<b>At 31 March 2015</b>	<b>1,625,709</b>	<b>1,625,709</b>
At 31 March 2014	1,505,709	1,505,709

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

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

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

A major acquisition was the statue of Michael Jackson, designed by Bill Mitchell. This previously stood outside Fulham FC's Craven Cottage Stadium in London. It has been very kindly donated to the Museum by Mr Mohamed Al-Fayed. Prior to the additions in the current year, there had been no movement in the heritage assets owned by the Museum over the previous five accounting periods.

The following five collections are owned by the Museum:

#### The FIFA Collection

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

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

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### 10 Heritage assets (Continued)

#### The Peoples' Collection

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

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

#### The Sir Stanley Matthews Collection

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

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

### 11 Investments

#### Charitable company

	2015 £	2014 £
The National Football Museum (Trading) Limited	1	1
The National Football Museum at Urbis (Trading) Limited	1	1
World Football Museum Limited	1	1
NFM Number 2 Limited (previously World Football Museum Limited)	-	1
	<hr/> 3	<hr/> 4

The shares in the subsidiary undertakings are the charitable company's investment in The National Football Museum (Trading) Limited, The National Football Museum at Urbis (Trading) Limited and World Football Museum Limited, companies incorporated in England and Wales. The investment represents a holding of 100% of the ordinary share capital of these companies. All the companies carry out trading activities relating to the charity. During the year, the company disposed of its investment in NFM Number 2 Limited, a company incorporated in England and Wales.



# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

### 12 Debtors

	Group		Charitable Company	
	2015	2014	2015	2014
	£	£	£	£
Trade debtors	291,035	63,817	177,350	10,193
Taxation and social security	47,660	28,441	63,952	50,403
Gift aid receivable	-	-	1,547	145,397
Amounts due from subsidiary	-	-	115,010	76,442
Other debtors	19,893	14,267	15,377	11,078
Accrued income	-	9,190	-	-
Prepayments	92,828	99,727	88,723	99,737
	<u>451,416</u>	<u>215,442</u>	<u>461,959</u>	<u>393,250</u>

### 13 Creditors: amount falling due within one year

	Group		Charitable Company	
	2015	2014	2015	2014
	£	£	£	£
Trade creditors	322,503	225,280	265,242	214,058
Taxation and social security	24,580	25,638	24,580	25,638
Other creditors	14,811	23,554	13,542	19,976
Deferred income	160,067	200,316	154,167	191,466
Accruals	90,492	123,464	77,084	92,607
	<u>612,453</u>	<u>598,252</u>	<u>534,615</u>	<u>543,745</u>

### 14 Creditors: amounts fall due after more than one year

	Group		Charitable Company	
	2015	2014	2015	2014
	£	£	£	£
Chattel mortgage	<u>400,000</u>	<u>400,000</u>	<u>400,000</u>	<u>400,000</u>
	<u>400,000</u>	<u>400,000</u>	<u>400,000</u>	<u>400,000</u>

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

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

### 15 Unrestricted funds

	2015 £	2014 £
Balance at 1 April 2014	265,138	244,653
Net incoming resources	(210,610)	19,166
Funds transfers	(40,533)	1,319
<b>Balance at 31 March 2015</b>	<b>13,995</b>	<b>265,128</b>

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

### 16 Restricted funds

	Balance at 1 April 2014 £	Income £	Expenditure £	Funds transferred £	Balance at 31 March 2015 £
HLF grant – capital	2,685,476	-	(76,166)	-	2,609,310
Collection fund	1,105,709	120,000	-	-	1,225,709
NWDA grant – capital	848,595	-	(17,970)	-	830,625
Other capital grants	25,177	-	-	-	25,177
Museum and Galleries Improvement Fund	3,234	-	(760)	-	2,474
Football Foundation, Football League and Arts Council	38,752	187,250	(175,018)	-	50,984
Other grants, donations and contracts	24,974	181,979	(130,088)	40,533	117,398
<b>Total restricted funds</b>	<b>4,731,917</b>	<b>489,229</b>	<b>(400,002)</b>	<b>40,553</b>	<b>4,861,677</b>

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, Football League 125, Out of Play and Designation Development Fund. All costs incurred for these projects will be restricted and allocated against the fund.

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

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### 16 Restricted funds (continued)

Other grants and donations comprise various projects including: Footie Plus, Sports Heritage Network, Hey Ya Qatar, The Art of Football and The Greater Game.

### 17 Future plans

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

The Museum will build on the success achieved to date, further developing the world's greatest football collection, and take the collection to an even wider audience across the country. NFM will also expand and develop its ground-breaking learning and social inclusion programmes, which use the power of football to reach and help all our communities.

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

### 18 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.

### 19 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, and World Football Museum Ltd, companies registered in England and Wales. The National Football Museum owned the whole of the issued share capital of NFM Number 2 Limited until it was disposed of during the year. 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

	2015 £	2014 £
Turnover	4,647	9,549
Cost of sales	-	-
Gross profit	4,647	9,549
Administration expenses	(1,144)	(117)
Net profit	3,503	9,432
Gifted to charity	(3,503)	(9,432)
	-	-

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# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

### 19 Subsidiary companies (continued)

#### National Football Museum (Trading) Limited

The aggregate of the assets, liabilities and funds was:

	2015 £	2014 £
Assets	5,046	4,905
Liabilities	<u>(5,045)</u>	<u>(4,904)</u>
<b>Funds (representing 1 ordinary share of £1)</b>	<b>1</b>	<b>1</b>

#### National Football Museum at Urbis (Trading) Limited

	2015 £	2014 £
Turnover	887,100	771,983
Cost of sales	<u>(211,854)</u>	<u>(158,561)</u>
Gross profit	675,246	613,422
Administration expenses	<u>(163,564)</u>	<u>(147,815)</u>
Net profit	511,682	465,307
Gifted to charity	<u>(511,682)</u>	<u>(465,307)</u>
	-	-

The aggregate of the assets, liabilities and funds was:

	2015 £	2014 £
Assets	204,661	226,369
Liabilities	<u>(204,660)</u>	<u>(226,368)</u>
<b>Funds (representing 1 ordinary share of £1)</b>	<b>1</b>	<b>1</b>

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

### 19 Subsidiary companies (continued)

#### World Football Museum Limited

	2015 £	2014 £
Turnover	-	117,867
Cost of sales	-	-
Gross profit	-	117,867
Administration expenses	(1,063)	-
Net loss/(profit)	(1,063)	117,867
Gifted from/(to) charity	1,063	(117,867)
	-	-

The aggregate of the assets, liabilities and funds was:

	2015 £	2014 £
Assets	1,051	1
Liabilities	(1,050)	-
<b>Funds (representing 1 ordinary share of £1)</b>	<b>1</b>	<b>1</b>

#### NFM Number 2 Limited (previously World Football Museum Limited)

	2015 £	2014 £
Turnover	-	162,000
Cost of sales	-	(4,133)
Gross profit	-	157,867
Administration expenses	-	(157,867)
Net profit	-	-
Gifted to charity	-	-
	-	-

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

### 19 Subsidiary companies (continued)

The aggregate of the assets, liabilities and funds was:

	2015 £	2014 £
Assets	-	27,045
Liabilities	-	(27,044)
<b>Funds (representing 1 ordinary share of £1)</b>	-	1

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

	2015 £	2014 £
Net outgoing resources	(121,383)	(3,183,141)
Donation in kind	(120,000)	-
Interest received	(51)	-
Interest paid	-	438
Depreciation	200,572	271,646
Impairment	-	3,081,975
(Increase)/decrease in stocks	10,542	(32,381)
(Increase)/decrease in debtors	(235,973)	329,795
(Decrease)/increase in creditors	14,202	(84,494)
	(252,091)	383,838

### 21 Reconciliation of net cash flow to movement in net debt

	2015 £	2014 £
(Decrease)/increase in cash in the year	(299,307)	323,411
Cash flow from movement in net debt	-	-
Movement in net debt in the year	(299,307)	323,411
Net debt at 1 April 2014	(69,136)	(392,547)
<b>Net debt at 31 March 2015</b>	(368,443)	(69,136)

# THE NATIONAL FOOTBALL MUSEUM

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

### 22 Analysis of changes in net funds

	1 April 2014 £	Cash flow £	31 March 2015 £
Cash at bank and in hand	330,864	(299,307)	31,557
Debt due within one year	-	-	-
Debt due after one year	(400,000)	-	(400,000)
Net (debt)/funds	(69,136)	(299,307)	(368,443)

### 23 Related party transactions

#### Group

During the year, the group made purchases of £50,433 (2014: £56,410) from Communicate Better, a technology company in which a close family member of Mr P B Dermody, a trustee of the Museum, is in a senior role. The transactions were undertaken on an arm's length basis.

#### Company

During the year, the company made purchases of £50,107 (2014: £56,410) from Communicate Better, a technology company in which a close family member of Mr P B Dermody, a trustee of the Museum, is in a senior role. The transactions were undertaken on an arm's length basis.

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

### 24 Operating lease commitments

At 31 March 2015 the group and charitable company had annual commitments under non-cancellable operating leases as set out below:

	2015 Land and Buildings £	2015 Other £	2014 Land and Buildings £	2014 Other £
Operating leases which expire:				
Within 1 year	-	240	-	-
Within 2 to 5 years	-	20,848	-	20,848
	-	21,088	-	20,848

### 25 Exceptional costs

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