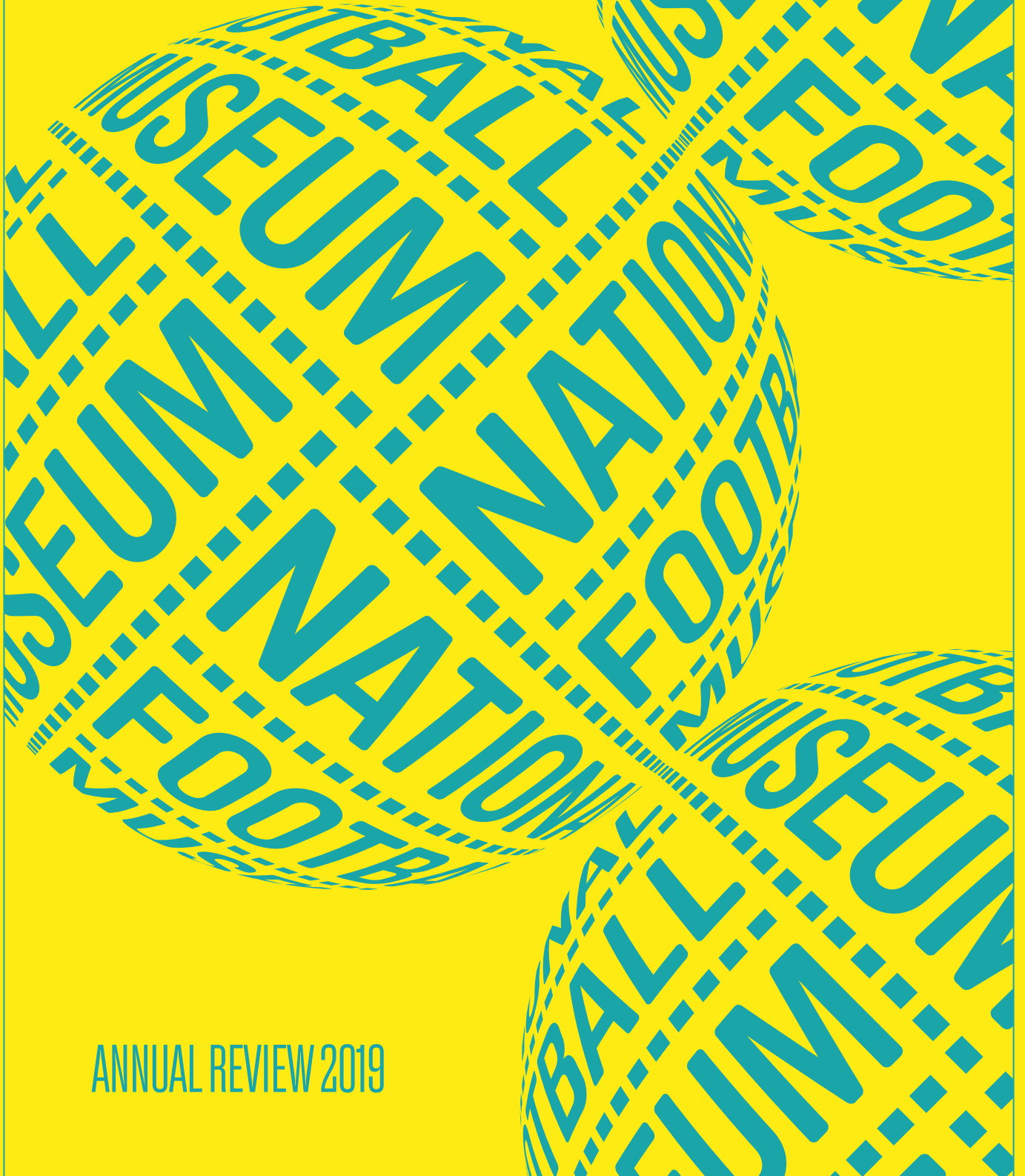


NATIONAL FOOTBALL MUSEUM



TIM DESMOND
CHIEF EXECUTIVE

Photo: Jason Lock

FOR THE GAME OF OUR LIVES

“AS A RECENT RECIPIENT OF A HALL OF FAME AWARD, I’M DELIGHTED THAT THE MUSEUM IS STRIVING TO ENSURE THE DIVERSITY OF THE GAME IS FULLY REPRESENTED WITHIN THE NATIONAL FOOTBALL MUSEUM. IT IS SO IMPORTANT TO HAVE A PLACE WHERE EVERYONE CAN COME AND ENJOY SHARING STORIES ABOUT THE NATION’S FAVOURITE GAME.”

— ALEX SCOTT MBE ENGLAND AND ARSENAL

TIM DESMOND CHIEF EXECUTIVE

The story of 2019 for the National Football Museum has been one of constant change and reinvention. With the delivery of our strategic plan we have set our sights on being a leading national museum both in cultural terms with the curation of our collection, and by being recognised within the sport as the national museum for English football.

We now have a strong social purpose to promote opportunity for everyone to enjoy football culture and a commitment to rebalancing our collections, exhibitions and team, alongside our aim to increase representation of women to 50%.

The year saw a range of successful new exhibitions and programmes, capped by Gareth Southgate’s visit in October. The England manager came to see our installation celebrating the 1000th England men’s game, produced in collaboration with The FA.

In simple terms, our mission is to bring visitors together from around the world to enjoy all that our museum offers, to share stories about football and to celebrate what for many of us is ‘the game of our lives’.

IAN PENROSE CHAIR OF TRUSTEES

It has been a very important year for the National Football Museum. We have improved our displays and exhibitions, strengthened our executive and operational teams, developed our community programmes and made several upgrades to our home in the centre of Manchester.

I am pleased to say that the above has all been made possible by the initiatives taken to strengthen our financial position, not least by the successful implementation of our decision to become a charging attraction.

I would like to thank all of our staff, volunteers, Trustees, Manchester City Council, funders, partners and of course our visitors for their continuing support during this year of change.

I look forward to continuing with our strategic goal of becoming a world class visitor attraction.

VISION, MISSION & SOCIAL PURPOSE



Photo: Chris Payne

OUR VISION:
TO BE A LEADING NATIONAL MUSEUM
BY 2022 EXPLORING WHY FOOTBALL
IS THE GAME OF OUR LIVES

As England's only national museum for football, we explore the impact of the game on all of our lives and how the sport shapes our identities. Our vision is simple – we want to be known as a leading national museum. By 2022 we will be welcoming one million visitors, through our doors, digitally and by engaging with our local communities and schools to entertain and educate.

OUR MISSION:
SHARING STORIES ABOUT FOOTBALL

We're the place for everyone to enjoy stories about football. It's not just what happens on the pitch at the highest level. It's about the first ball you ever kicked, the first match you won and the last match your team lost. It's about those who've worked quietly behind the scenes and those who've fought for equality.

It's about laughing, crying and celebrating. Our mission is to hear those stories and tell them for everyone to enjoy.

OUR SOCIAL PURPOSE:
EQUAL OPPORTUNITIES FOR
EVERYONE TO ENJOY FOOTBALL

Football is a great leveller, we believe that everyone should have the opportunity to enjoy and participate in football culture.



2019 HIGHLIGHTS

APRIL & AUGUST
ARE THE
BUSIEST
MONTHS

210,000

THE NUMBER OF VISITORS
IN CALENDAR YEAR 2019
(incl. shop, café & evening events)

104

ACTIVITIES
FOR FAMILIES

317

SCHOOL
GROUP VISITS

315,356

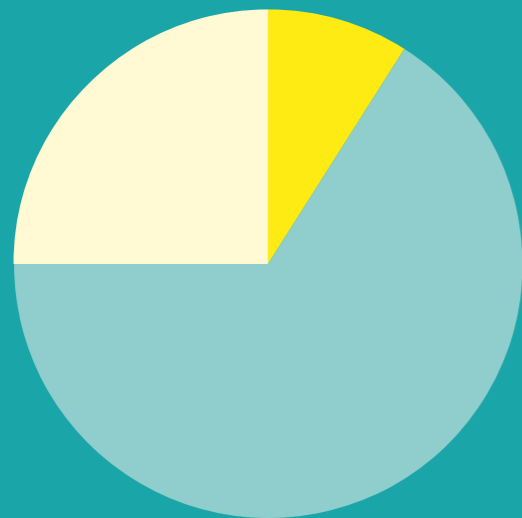
UNIQUE USERS TO THE WEBSITE

80,000

ENGAGEMENTS ON SOCIAL MEDIA

WHO VISITS

City of Manchester residents **9%**
Rest of UK **66%**
International Visitors **25%**



46% OF LOCAL VISITORS HAVE AN M POSTCODE

51% OF UK VISITORS FROM THE **NORTH WEST** & **13%** OF UK VISITORS FROM **YORKSHIRE**

TOP TEN COUNTRIES WHO VISIT

IN VISITOR NUMBERS

1. CHINA
2. USA
3. GERMANY
4. NORWAY
5. ITALY
6. FRANCE
7. IRELAND
8. NETHERLANDS
9. AUSTRALIA
10. DENMARK

VISITOR FEEDBACK



Photo: Chris Payne

“This was my first visit to the football museum with my 4-year-old son. Entry was free as we are Manchester residents, but even if you live outside the area, the entry fee is a bargain as you get to return for free within 12 months. My son loved the interactive games and spent a few hours trying everything out. There's plenty for adults and older kids to see and join in with too, including a penalty shootout for a small fee.”

What really made the experience great was the staff - by far the friendliest staff I've encountered anywhere. They really are a credit to the museum.”

“Spot on. £10 admission gets you free repeat visits for 12 months, so... there is no rush to get round the many interlocking rooms full of memorabilia...everything and more that you would expect from a museum. I am local and I will be back, maybe even a week later... and it will be free!”

“What a great place. Lots of memorabilia and interesting facts. Very knowledgeable and interactive staff. Plenty of hands or feet on things to do. Brilliant time out and was there for nearly 3 hours. Highly recommend.”

“I really enjoyed my visit... it gives a super outline of the history of the game in just the right amount of detail. The enthusiastic staff are great, clearly here is a group who really like their jobs and their enthusiasm comes over to the visitor.”

“Our second visit here and again a fabulous day! Our little boy is 9 tomorrow and he wanted to come back with his friends for a birthday treat. I have to say all the staff were friendly but in particular Aaron who made a fuss of our son knowing it was his birthday tomorrow.”



@HENRYWINTER

ATLANTA FANS, BRAZILIANS, GERMANS AND PLYMOUTH ARGYLE DEVELOPMENT TEAM ALL WANDERING AROUND THE BRILLIANT @FOOTBALLMUSEUM

AIM 1

TO BECOME A CENTRE OF EXCELLENCE FOR FOOTBALL HERITAGE THROUGH FULLY REPRESENTATIVE EXHIBITIONS, COLLECTIONS AND RESEARCH

Photo: Chris Payne

EXHIBITIONS & GALLERIES

2019 has seen an overhaul of the gallery spaces within the museum, with brighter graphics and dedicated areas for temporary exhibitions. The ground floor, renamed The Pitch Gallery, now hosts regular photography and art installations covering a variety of themes. The year started with a series of punk inspired artworks by artist, music mogul and lifelong West Ham fan Kosmo Vinyl and continued with behind the scenes images of the 2018 World Cup with *Fans for Diversity*. A popular Roy of the Rovers retrospective ran throughout the summer and the year finished with a display celebrating England's 1000th game.

The Score Gallery on the third floor has hosted two new exhibitions – *Football Is Art* was the culmination of a three year project funded by The National Lottery Heritage Fund, allowing the museum to expand on and showcase its collection of 20th Century football art. *Strip! How Football Got Shirty* opened in late November and brought together over two hundred colourful football shirts from the last thirty years.

200 MORE THAN 200 FOOTBALL SHIRTS ON DISPLAY IN STRIP!

WOMEN'S COLLECTION

A key objective for the museum is to move towards 50% representation of women's football, with the aim of ensuring the story of the women's game is interwoven throughout the galleries, rather than being displayed in isolation.

In January 2019 we opened the redeveloped England on the World Stage zone of the Match Gallery, for the first time including the story of the women's international game.

In partnership with The Football Association we have been able to collect items from the current England team. These include objects from Steph Houghton, Alex Greenwood and Ellen White from both the 2015 and 2019 World Cups.

In June 2019 we unveiled the first statue of a female football player to be on public display in England. The life-size bronze statue, commissioned by Mars Inc. and created by sculptor Hannah Stewart, is now on display in the Players zone of the Match Gallery.

We have made significant progress in establishing working relationships with the FIFA Museum and The FA in relation to women's football and we are an active member of Manchester City Council's steering group for the UEFA Women's Euros 2021.



@KICKITOUT.

THIS IS BRILLIANT. WELL DONE TO @FOOTBALLMUSEUM AND @HANNAHSCULPTURE FOR RECOGNISING THE LEGEND THAT IS LILY PARR!

STATUES OF WOMEN FOOTBALL PLAYERS ON PUBLIC DISPLAY IN ENGLAND

1

238 RESEARCH ENQUIRIES RECEIVED DURING 2019

OBJECTS AND RESEARCH

As the guardians of football's heritage we've continued to expand on our knowledge and research while acquiring a number of significant new objects to increase the diversity of our collection. New objects range from trial caps awarded to Jimmy Sheldon, Bolton Wanderers captain during their three cup-finals in the 1920s, Raheem Stirling's suit from the 2018 World Cup (on loan courtesy of The FA), boots worn by Alex Greenwood during the 2015 Women's World Cup and Altrincham FC's LGBT+ rainbow shirt.

We have contributed to a number of academic publications and conferences, including the International Football Conference and the 'Jumpers for Goalposts' Football Culture Festival. Objects from our collection have been loaned to other museums, including the FIFA museum's exhibitions in Zurich and Paris and the German Contemporary History Museum's 'Very British!' exhibition.





AIM 2

BUILD AN AWARD-WINNING INCLUSIVE PROGRAMME OF COMMUNITY AND PUBLIC ENGAGEMENT ACTIVITIES

LEARNING & COMMUNITY

In 2019 we hosted over 300 school group visits, with 25% of these being from City of Manchester schools. Our Sporting Memories sessions, aimed at improving wellbeing and tackling social isolation, are continuing to grow in popularity with 70 sessions held in 2019. The regular get-togethers provide a friendly and relaxed atmosphere for older visitors to chat, reminisce and swap stories about all things football, over a cup of tea and a biscuit.

Achieve Your Goals, an initiative aimed at improving employability, helped a number of local residents gain confidence, improve literacy and numeracy skills and encouragingly, gain employment.

ACHIEVE YOUR GOALS PARTICIPANT

It has reaffirmed, revitalised and re-energised me. It has reignited the spark and enabled me to continue learning and taking part in the community.

TEACHER, JULY 2019

Fantastic and really engaging session with a class who can be challenging. The history was made extremely fun and everyone learnt lots of facts. I hope to bring another class next year!

LADYBARN PRIMARY TEACHER, OCTOBER 2019

We all loved it! it was really well organised and engaging and the children went home beaming! If you ever need some noisy children again, you know where we are

EVENTS & INITIATIVES

With a full time Programme Coordinator now in place, we've been able to increase our range of activities and events. Highlights included performances from Next Door Dance, an all female dance company, who delighted local schoolchildren with The Beautiful Game, a show about the highs and lows of being a football fan.

In the lead-up to World Mental Health Day, we hosted an event as part of BBC Music Day which this year focussed on celebrating music and wellbeing. Working alongside partners TfGM, Manchester Mental Health Choir, EFL and the BBC, we hosted a number of live acts including Fuzzy Sun and rapper Aitch. Daniel McDwyer of Manchester Mental Health Choir brought everyone together for a singing workshop, and a final rendition of World in Motion which was broadcast live on BBC Radio Manchester.

EVERTON IN THE COMMUNITY - BBC MUSIC DAY

"We'd just like to thank you for a wonderful time at the BBC Music Day event yesterday. The morning was terrific, everyone was buzzing afterwards. We've been helping with the Everton in the Community singing group this afternoon and all of the gang who came along were still talking about it."

VISITOR, MAY 2019

"Can you give the two chaps who did the FA Cup talk a pat on the back. My 8-year-old struggles to concentrate on anything but his Xbox but he really liked finding out about the history and quirks of the Cup!"



VOLUNTEERS

The museum's volunteer programme began in 2015 with just one volunteer. Four years later, it has grown to a force of 60 regular volunteers providing an invaluable service to the museum and its visitors. During 2019, 109 volunteers participated in the programme, giving over 6000 hours of service. Our youngest volunteer was 17 and the oldest 71 and while 69% are male, female volunteers have increased significantly since 2018, from 11% to 29%.

The museum also works alongside local and national institutions including Manchester Metropolitan University, The University of Manchester and the HeadStart programme, as well as several Manchester City Council schools, offering placements for those who wish to develop their skills in a warm and relaxed environment.

6000 HOURS GIVEN BY VOLUNTEERS

RICK AGED 51

"Volunteering at the National Football Museum has been a godsend. I look forward to coming here. It's worth getting out of bed for. I don't think I would have survived without it."

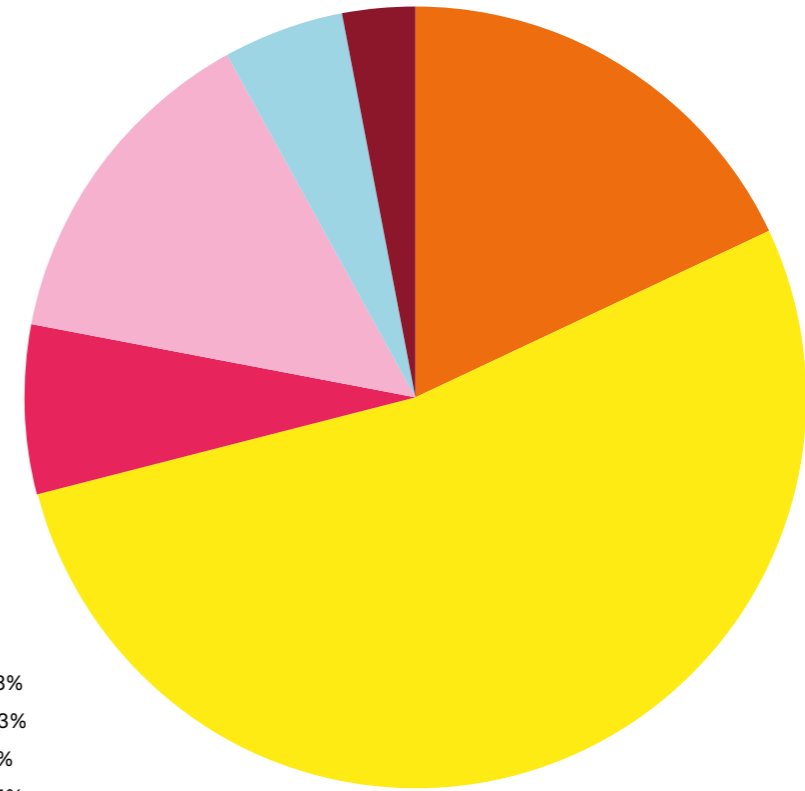
MOHAMMED AGED 18

"I have enjoyed every single minute of my year volunteering here. You have given me many incredible opportunities such as working with the marketing team downstairs in the office and being responsible for the volunteering database sheet, I'm truly grateful and humble. The staff I've worked with throughout my time have been friendly and supportive."

NADIA AGED 20

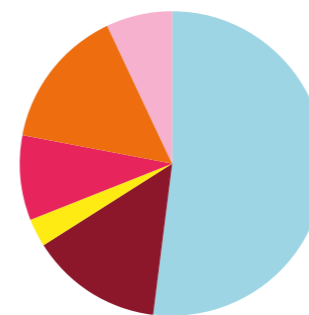
"It was an absolute pleasure to hear visitor's personal stories, to get to know more about countries, cities and towns they were born in or lived in, to find out more about their favourite football teams, to see how football changed their lives. It definitely changed mine!"

VOLUNTEER AGE GROUPS



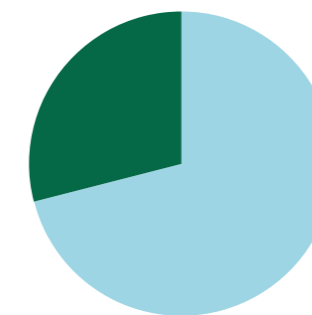
0-19 Years	18%
20-34 Years	53%
35-49 Years	7%
50-64 Years	14%
65+	5%
Undisclosed	3%

ETHNICITY



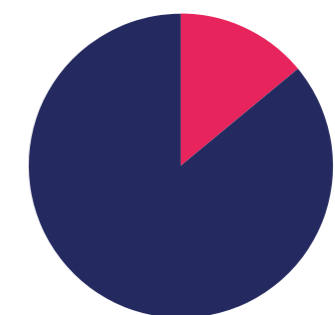
White British	52%
White Other	14%
Mixed/Multiple Ethnic Background	3%
Black or Black British	9%
Asian or Asian British	15%
Other	7%

GENDER



Male	71%
Female	29%
Don't Identify	0%
Prefer Not To Say	0%

DISABILITY



Those Who Do Not Identify With Having A Disability	86%
Those Who Do Identify With Having A Disability	14%
Prefer Not To Say/Unknown	0%





Photo: Dave Tyrell

AIM 3

ACHIEVE AN ANNUAL DIVERSIFIED REVENUE OF 5M

While 2019 saw us move towards a charging model, we continue to work alongside our main funders, Manchester City Council, to ensure we give best value. All City of Manchester residents, schools and community groups still enjoy free access to the museum.

2019 saw a relaunch and refocus for the Hall of Fame with the aim of recognising a wider diversity of people within the footballing industry. After bringing together a judging panel including representatives from Kick It Out, Women in Football and the Football Foundation, Cyrille Regis and Alex Scott were both chosen to be inducted. This new direction is helping us raise the profile of the museum and forge deeper relationships with future partners and sponsors.

We have entered into a new relationship with contract caterers Elixir, who will now look after the running of our café and build the corporate and events hire side of the business.



@ALEXSCOTT

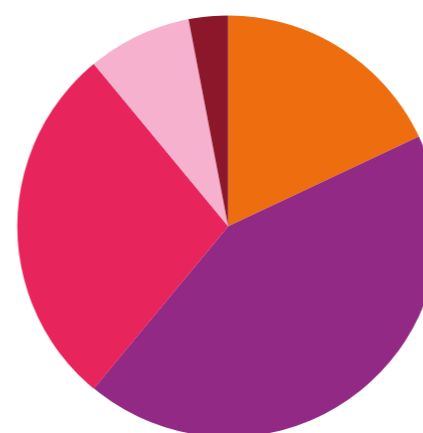
SUCH AN HONOUR TO BE INDUCTED INTO THE @FOOTBALLMUSEUM HALL OF FAME THIS WEEK AND TOTALLY SURPRISED ME ON @BBCSTRICTLY. IT MEANS SO MUCH TO BE RECOGNISED FOR ALL I HAVE/CONTINUE TO TRY TO DO FOR MY SPORT. THANK YOU

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITY (UNAUDITED)

(12 MONTHS UNTIL DECEMBER 2019)

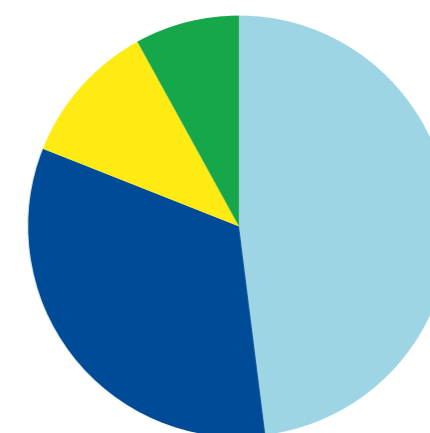
Turnover	£
Grants	£1,644,599
Charging Income	£1,114,940
Retail	£364,550
Other	£282,930
Total Income	£3,407,019
Expenditure	
Cost of Sales	£544,195
Staff Costs	£1,348,095
Building Running Costs	£866,443
Office Running Costs	£252,429
Depreciation	£85,613
Total Costs	£3,096,775
Surplus	£310,244

EXPENDITURE AS %



Cost of Sales	17.6
Staff Costs	43.5
Building Running Costs	28.0
Office Running Costs	8.1
Depreciation	2.8

TURNOVER AS %



Grants	48.3
Charging Income	32.7
Retail	10.7
Other	8.3

AIM 4

OPERATE A GOOD PRACTICE MODEL FOR OUR PHYSICAL AND HUMAN RESOURCES

The past year saw us focus on improving our staff structure and strengthening the team. Head of Content, Dr Laura Crossley and Commercial & Financial Director, Mike Wells, now head up the Content (previously Learning, Community and Collections) and Finance teams respectively. They join COO Anthony Willder in shaping the future of the museum under CEO Tim Desmond.

Staff training has enabled us to increase our in-house gallery maintenance and our technical team has brought a number of services in house, including the production of interactive software to improve and enhance the visitor experience.

Improvements have also been made to security, with a new High Definition CCTV system, installed and paid for by Manchester City Council, and a new lightning protection system. We have also engaged a new security firm, Wilson James, who work with both the Tate Modern and the Science Museum. A long-standing issue has been damage to the pavement directly outside the building, caused by the installation of the Metrolink tracks on Corporation Street. This has now been repaired along with a number of internal and external glass panels.



PARTNERSHIPS

2019 saw us enter into a number of partnerships which we'll continue to grow over the coming years. We were delighted to welcome Gareth Southgate to the museum as part of an ongoing relationship with The FA. The Hall of Fame has seen us consolidate our longstanding partnership with The PFA and forge new relationships with the Premier League, Women in Football and Kick It Out amongst others.

We were thrilled to work with sportswear manufacturer PlayerLayer who, alongside Manchester artist Stanley Chow, designed and manufactured a limited edition 'eco-friendly' National Football Museum shirt for our visitor experience team.

We continue to work with a number of local organisations including Manchester University, HeadStart and Back on Track and play an active role in the Medieval Quarter Forum.



@ENGLAND

GARETH SOUTHGATE VISITED THE @FOOTBALLMUSEUM NEW EXHIBITION, WHICH CELEBRATES THE #THREELIONS' HISTORY TODAY AND WAS PRESENTED WITH HIS OWN LEGACY NUMBER SHIRT.



THE FUTURE

2020/21 is the beginning of our new three-year strategic plan and with it comes a period of development across the museum.

Expect investment in the digital Play Gallery and the Match Gallery where we house our permanent exhibitions.

We'll be showcasing the best of football photography and art in the Pitch Gallery. This kicks off with Goal Click, which focuses on the Women's World Cup. The successful Strip! exhibition will continue in the Score Gallery, capturing the growth of football shirt culture.

As an independent charity, partnerships are key and our aim is to work more closely with the national football bodies to tell their story. Foremost amongst these will be The FA as we work together on interpreting the forthcoming Euros for both the men and women's teams.

Last but not least we'll be ensuring that we continue sharing our stories about football in a creative and diverse way, to entertain and educate an ever-growing audience of visitors from across the world.

Photo: Chris Payne



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nationalfootballmuseum.com
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National Football Museum is a registered charity (no. 1050792)