

# Football Creates Impact Report

2023/24



# Welcome

## It is with great pleasure that I share our first Football Creates Impact Report with you.

The museum has come a long way in the last four years. Our visitor numbers are now exceeding those from before the pandemic, we were delighted to receive Arts Council England (ACE) National Portfolio Organisation (NPO) status in November 2022.

This has been an important catalyst for our development and ambitious plans to transform the museum into a leading, world class creative space over the next six years. We are also incredibly thankful for the continued support of Manchester City Council, who have been instrumental in securing our long-term sustainability.

Underpinning this, is our new Football Creates Strategy which harnesses the creative power of football to improve the wellbeing of our visitors and communities. We deliver this in a number of ways, from our museum experience in Manchester to community outreach and public programming in Preston and elsewhere, providing inclusive opportunities for everyone to creatively engage and explore why Football Matters.

Now, more than ever, we need to demonstrate the social value and the tangible impact we make. It's vital we can evidence our wellbeing outcomes to our stakeholders and attract the funding and investment needed to achieve our vision for the museum. It's such an exciting time of change for the National Football Museum, and I hope you find this report an informative and useful read.



**Prof. John Brewer**  
Chair



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### Our Board

The National Football Museum is kindly supported by our board of voluntary trustees, who bring a wealth of experience from across a variety of sectors:

- Prof. John Brewer (Chair)
- Jane Bateman (Deputy Chair)
- Prof. Paul Castle
- Neil Fairlamb
- Catherine Forshaw
- Steve Grace
- Ritchie Humphreys
- Virginia Khoo
- Clive Memmott OBE (resigned Nov 2024)
- Sam Patterson
- Matt Pilkington
- Laura Pye
- Cllr. Angeliki Stogia
- Tom Watt
- Dr. Wanda Wyporska

Meet our team:  
[nationalfootballmuseum.com/our-team/](https://nationalfootballmuseum.com/our-team/)

The National Football Museum is a registered charity in England and Wales (charity no:1050792)

A: Cathedral Gardens, Manchester M4 3BG  
T: 0161 605 8200  
E: [info@nationalfootballmuseum.com](mailto:info@nationalfootballmuseum.com)

## Welcome to our new Football Creates Impact Report for 2023/24.

It's been a year of change and growth as we embarked on our first year as an NPO. With visitors at the centre of our activities, we delivered a diverse programme of exhibitions, events and interventions for our audiences, attracting record numbers since the museum moved to a charging model in 2019.

Our purpose as the National Football Museum is to improve wellbeing and we are uniquely positioned to use the powerful combination of creativity and our national game to make real impact. It enables us to reach low-culturally engaged audiences and underserved communities through the universal appeal of football.

Our Impact Report marks the first step in our journey to improve the way we monitor and evaluate our social and cultural impact, ensuring we continue to deliver high quality outcomes for all our stakeholders. We have continued to work with ekosgen to provide specialist and independent impact reporting, enabling us to continuously improve our offer and respond to the needs of our visitors and communities through our Football Creates Strategy.

On behalf of everyone at NFM, thank you for your continued support and we look forward to working together with you to achieve our transformation and improve the wellbeing of more people through the creative power of our favourite game.



**Tim Desmond**  
Chief Executive



# 316,000

visits to the museum in 23/24

▲ 19% increase on the previous year

# £16.4m

GVA\* generated, supporting 210 jobs

▲ up 29% year on year

# £1.8m

direct cultural and social value

▲ 20% increase on 22/23

# 28%

of local visitors were from the most deprived areas of Manchester+

Source: ekosgen National Football Museum Impact Assessment 2023/24 (November 2024).

\*Gross Value Added. Total direct, indirect and induced and visitor economy impacts.

+ Defined as the wards whose majority of neighbourhoods are in the 10% most deprived nationally.



# Football Matters

## For Stories For Memories For Creativity For Inclusion For Change

Football is important. As a game, yes.  
But more so in its role in society.

Football is a massive part of people's lives.  
It creates impact, for the better. It represents  
positivity, when there's so much negativity. It  
disrupts, when change is needed. It evokes and  
prompts emotions like nothing else. Its creativity  
is why it's rightly known as The Beautiful Game.

### Our Mission:

England's National Football  
Museum exists to house and  
harness the power of football,  
to share stories that influence,  
to showcase culture and  
involve and motivate people  
to creatively engage.

It's the place to experience  
football in all its glory.

It's the place to experience  
why Football Matters.

### Our Values

#### Celebrating Football is incredible.

Football is known all over the world.  
And we have the honour to host so much  
of what makes it amazing. We are ambitious  
for our visitor experience and we are proud  
of how positive people feel when they visit us.

#### Unifying Football brings people together.

In the passion for their team, for players they  
love, for the emotions of joy and heartbreak that  
football evokes, we tell the powerful story of this  
unification. At NFM, we provide a space where  
everyone can experience why Football Matters.

#### Exploring Football has so much to offer.

Football is good, bad and ugly at times.  
NFM allows people new to the game to  
understand it's impact. And NFM shows  
people who have loved the game for years  
that there's always something new for  
them to discover.

#### Evolving Football disrupts to positively make change.

Football transcends boundaries and  
represents the societal changes occurring  
every day. NFM is proud to be representative,  
taking action to drive inclusivity and diversity.

#### Enjoying Football is fun.

NFM harnesses the fun of the game in its  
amazing visitor experience. People take part  
in our creative experience, and they are happy  
because they are involved. And happiness  
is a beautiful thing.

## Football Creates Strategy

### Harnessing the creative power of football to improve wellbeing

Football plays a key role in shaping societal change  
for the better, by promoting inclusivity and diversity  
and offering unrivalled cultural and creative  
experiences that make a life-long impact to the  
wellbeing of our communities.

From statues of national heroes and iconic priceless  
artworks to the songs on the terraces and banners of  
club colours, creativity runs through the national game  
and influences popular culture way beyond the pitch.

Our Football Creates Strategy uses the universal  
appeal of football to engage and inspire audiences  
in creativity to deliver tangible wellbeing outcomes.

*By 2030, we want England to be a country  
in which the creativity of each of us is valued and  
given the chance to flourish, and where everyone of  
us has access to a remarkable range of high-quality  
cultural experiences.*

Arts Council England Let's Create Strategy 2020-2030

*Arts and culture are important in promoting  
the positive mental health and wellbeing of  
individuals and society in general by supporting  
social inclusion and reducing mental health stigma.  
They may complement more traditional support  
for mental health problems and may contribute  
to the prevention of mental health problems.*

European Commission, July 2023





# The Need

The most recent ONS figures<sup>1</sup> show average ratings of personal wellbeing in the UK have declined across all measures and remain below pre-pandemic levels.

**7.45/10**  
for life satisfaction  
▼ 7.54 previous year

**7.73/10**  
for feeling that the things done in life are worthwhile  
▼ 7.77 previous year

**7.39/10**  
for happiness yesterday  
▼ 7.45 previous year

**3.23/10**  
for anxiety yesterday  
▼ 3.12 previous year

### Regional Variances

The North West, Yorkshire and the Humber, East Midlands, and the East of England all experience statistically significant declines in average ratings of life satisfaction.

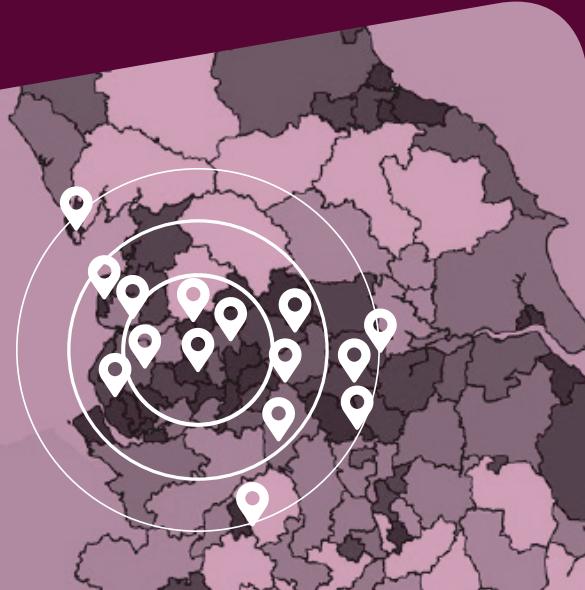
### Young People’s Mental Health

A recent analysis of NHS data by YoungMinds reports the number of open referrals to Young People’s Mental Health Services is currently the highest on record<sup>2</sup>.

### Our Reach

The map below outlines the immediate reach of the National Football Museum; through our museum in Manchester, Resource Centre in Preston and community outreach.

13 of the top 20 most deprived areas in England<sup>3</sup> and 14 of the Priority Places identified by Arts Council England<sup>4</sup> are located within a 90-minute travel time to NFM.



### Digital Communities

The impact of our programming extends beyond our in-person activities, with a growing online community across the globe. We use our digital spaces to share content and involve audiences in creativity, especially those hardest to reach or who experience barriers to engagement.

**85,492**  
total followers

▲ 7.6% increase on previous year



@footballmuseum  
@nationalfootballmuseum

<sup>1</sup>Personal well-being in the UK: April 2022 to March 2023  
<sup>2</sup>Monthly referrals to children’s mental health services reach record high, YoungMinds  
<sup>3</sup>Indices of Deprivation, 2019  
<sup>4</sup>Priority Places Arts Council England

# Theory of Change

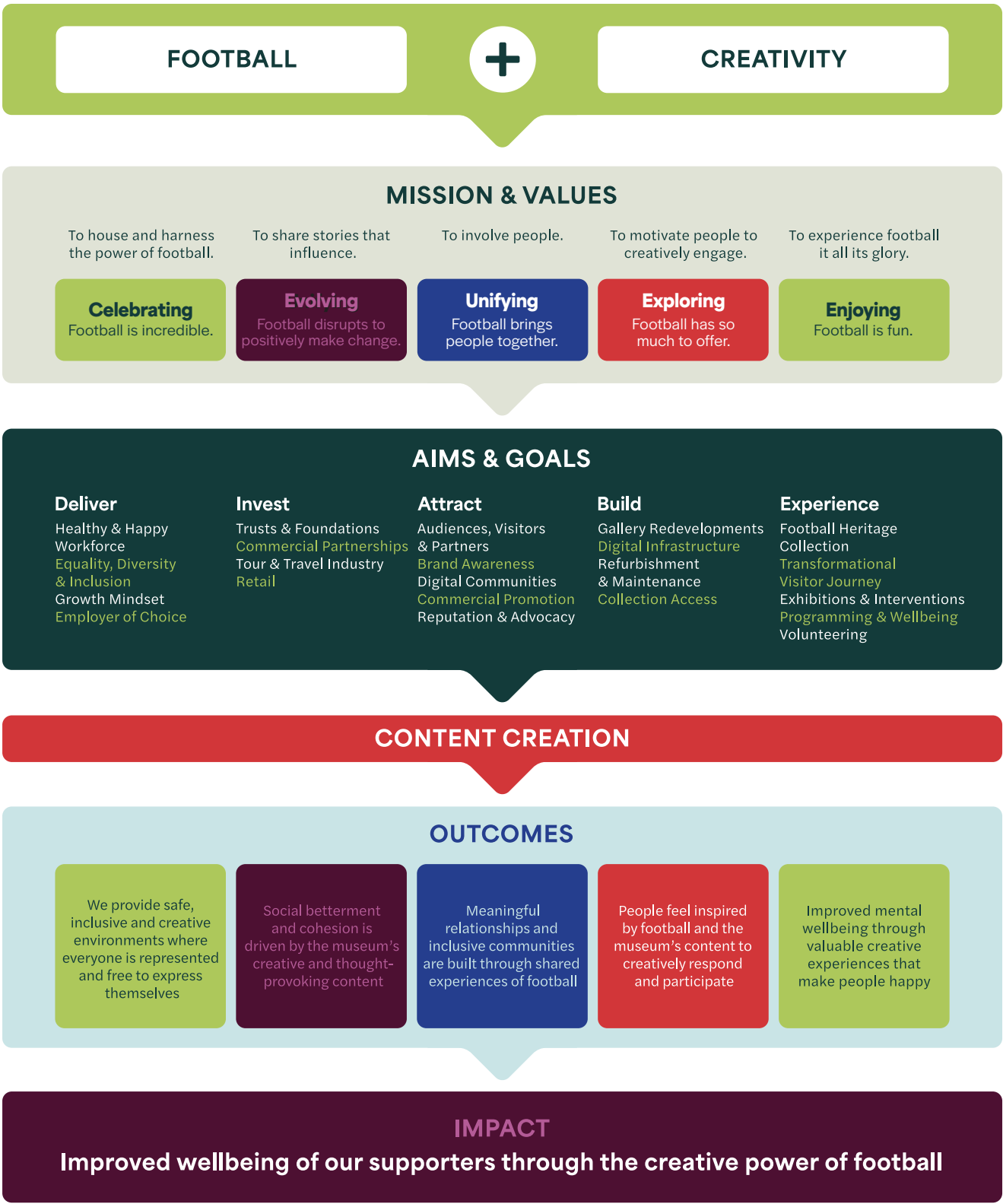
Our Theory of Change has been developed to reflect the measurable wellbeing outcomes of the Football Creates Strategy.

**Wellbeing: Feeling good and functioning well.**

Physical and mental wellbeing, including the way that people feel about themselves and their lives.

**Creativity: Making, producing or participating in culture.**

The process through which people apply their knowledge, skill and intuition to imagine, conceive, express or make something that wasn't there before.





# Our Impact

316k

visits to the museum in 23/24

▲ 19% increase on the previous year

£16.4m

GVA\*

▲ up 29% year on year

210

Full time equivalent jobs supported

▲ 16% increase on the previous year

£1.8m

cultural and social value

▲ 20% increase on the previous year

## Football Heritage Collection

7

special exhibitions

81

research visits  
to the Resource  
Centre

249

research and  
collections enquiries  
facilitated

467

new objects  
from the Football  
Heritage Collection  
made accessible

## Our Visitors

21%

from Greater  
Manchester

43%

from rest of UK

36%

from overseas

ekosgen

Source: ekosgen National Football Museum Impact Assessment 2023/24  
(November 2024) \*Total direct, indirect and induced and visitor economy impacts.

National  
Football  
Museum

## Programmes

3,893

facilitated school visits



3,866

family gallery engagements



1,018

community outreach  
engagements



29

volunteers delivering  
7,230 volunteer hours



33

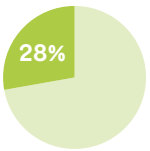
student work  
experience placements



## Audience Development

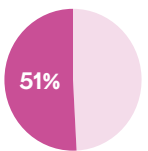
28%

of local visitors were  
from the most deprived  
areas of Manchester



51%

of respondents said their  
experience has made the  
more or much more likely to  
visit a museum in the future



85,492

social media followers



## What our visitors say

Liked the craft activity and the  
fact we can return with our ticket.

We had a brilliant 90 minutes or so will  
definitely be back. The staff were friendly  
knowledgeable and chatty - a great  
experience!

The whole family loved the  
exhibition of football-related  
toys and games on the top floor!

This was the highlight of my holiday museum  
visits in Manchester, and I went to 10, total.  
I am not a football fan or even a sports fan.  
I visited here because I wanted to understand  
what all the fuss and bother was about. Success!  
I get it! What a marvellous experience - thank  
you so much for this brilliant museum.

We all had a wonderful time. My husband  
and I were looking after our 2 football-mad  
grandsons over half term. They were so  
excited and enjoyed every second our visit.  
We spent 3 hours there because there was  
such a variety of displays and interactive  
things to do.



# Our Work

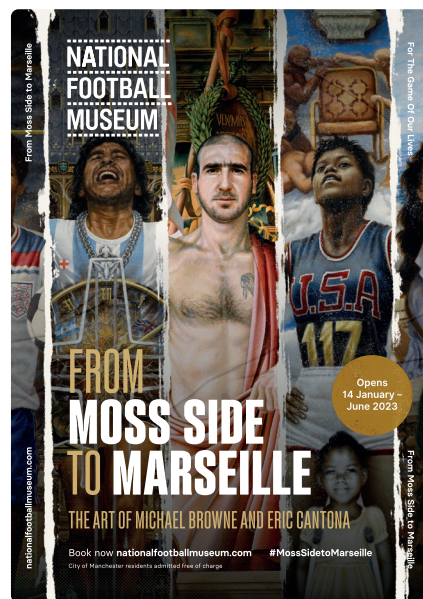
Football isn't just about spectating. It's about being there, being involved, coming together, no matter who you are or why you love it. And that's what people experience with the National Football Museum.

## Museum

Our museum in Manchester is a welcoming and inclusive space for exploration, learning, debating and celebrating the culture and creativity of football. Through our galleries and exhibitions, visitors experience the beauty, the passion, the past, the present and the future of the game.



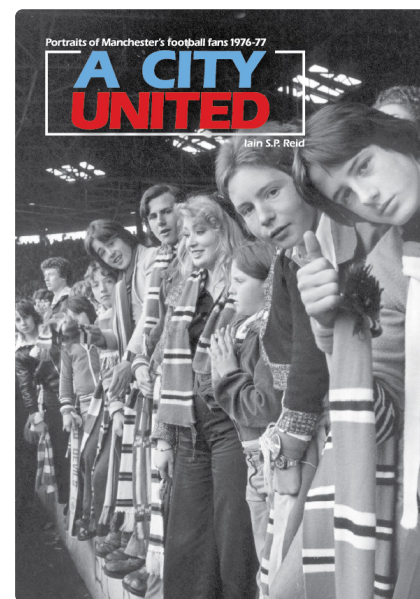
## 2023/24 Special Exhibitions



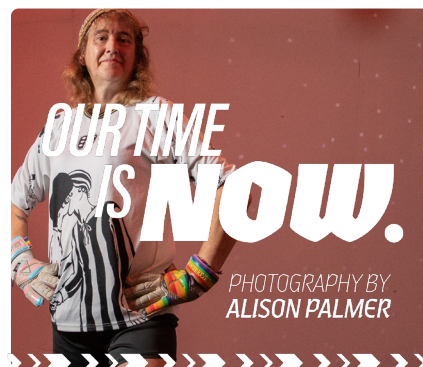
From Moss Side to Marseille



Batteries Not Included



A City United



Our Time is Now



30 Year of the Premier League



Manchester International Festival

## Case Study Kids in Museums Takeover

Year 4 pupils from St Mary's Primary School in Moss Side took charge for the day as part of the Kids in Museums, a nationwide initiative to make cultural venues more welcoming for children, young people and families.



Reflecting this year's theme of Let's Play, local pupils took on the role of Exhibition Consultants, providing critique and feedback on our Batteries Not Included exhibition and sharing what makes a museum fun and engaging for them.

They then had a behind-the-scenes tour, acting as Museum Curators and undertaking condition checks on some incredible objects from the Football Heritage Collection including Jill Scott's cap, Alvarez's Manchester City shirt, Anita Asante's England shirt and Alex Greenwood's England boots as well as rare pair of women's boots from the Victorian era.

The busy day ended with our Make your own Museum activity, where pupils selected objects from our galleries that captured their interest, considering why they had chosen each item and what it meant to them.

Year 4 pupil: "I really enjoyed going behind the scenes and looking in the special boxes, we got to handle and measure the objects and learn about looking after them which was interesting"



Teacher: "It was really fascinating day and we learnt a lot about museums that we didn't know."

## Hall of Fame

The National Football Museum Hall of Fame celebrates and highlights the achievements of those who have made an outstanding contribution to the national game.

Established in 2002, to date over 190 players, managers and teams have been inducted in recognition

of the impact they have made on the game and its ongoing development, and in 2019 the museum pledged to rebalance its content and strive for equal representation.

Over the past 12 months inductees included Brendon Batson, Vincent Kompany and Jill Scott.



## Football Heritage Collection

The museum is custodian of the largest collection of football objects and archives in the world and was awarded Arts Council England Designation Status in 2013.

There are over 40,000 items within the Football Heritage Collection, and those not on display at the museum are housed at our Research Centre in Preston where our Collections team preserve and catalogue a wide range of items from across the national game. They play an important role ensuring our collection is accessible to all our audiences and the local community and is used to inspire storytelling and creativity, including talks and pop-ups with Sporting Heritage, Voluntary Action History Society, the BSSH Annual Conference, BBC, EFL and Football vs. Homophobia.

Over the past year, we have acquired new objects including items from Lucy Clarke's personal collection, Jill Scott's England cap from the international friendly against the Czech Republic on 12 November 2019 and the match pin and pennant from the 150th anniversary match between Scotland and England at Hampden Park on 12 September 2023.

Over the past year we have also loaned objects from the collection to the Faith Museum, Bishop Auckland, MAD Paris, Cambridge University Library and the FIFA Museum in Zurich.



# Programmes

## Schools & Education



Our facilitated sessions compliment Early Years and KS1 – KS4 curriculums across a number of subjects including English, Maths, History, Citizenship, and Art and Design.

Schools receive a discounted admission rate and Manchester City Council schools are admitted free of charge.

## Public Programming

We offer a rounded programme of community engagement for people of all ages including Baby Active and Sporting Memories sessions, to creative family workshops during the school holidays.

## Case Study Hot Prospects

Hot Prospects was a series of artist-led workshops aimed specifically at 16-25 year olds, to engage a new audience within the museum, reframe how we work creatively with football, develop new relationships with artists, and function as a recruitment drive for the Youth Advisory Group.

21 participants completed a programme of five workshops encompassing diorama, screen printing, printing, collage, and zine making inspired by the museum's Football Heritage Collection. Participants enjoyed getting hands on and were able to learn new skills with the freedom to be creative in a welcoming and inclusive environment. Our Youth Advisory Group successfully recruited 13 members following the Hot Prospects programme.



The atmosphere was wonderful, friendly, and conducive to creativity. Although I usually observed other artists at work, I rarely attempted to create something with my own hands. I found the process to be quite meditative and later decided that I would continue to create with my own hands from time to time. I would love to attend similar workshops in the future, and, of course, I would be delighted to see as many young people as possible exploring and developing their talents.

As for me, the workshops made me more interested and inspired me to look further at the museum's collections and exhibitions, as before, I only had a quick look ... After moving to Manchester as an international student, I did not bring any of my creative supplies, so I was not making anything for months before the workshops. Because of my creative background, I was thrilled to join all of the workshops, as they were different from each other and developed diverse creative skills. The most exciting one for me was when we had to develop the logo of our imaginary football team and create it using the garment, as I had never done anything similar before.

## Community Programming & Outreach: Preston

In addition to our Resource Centre, over the last 12 months we expanded our outreach in the Preston area, working in partnership with Preston North End Community Trust and Lancashire Archives to launch a new programme of activities for the local community and visitors to the destination, funded by ACE NPO.

## Case Study Pride of the Pitch: Preston's Footballing Icons

The Pride of the Pitch exhibition chronicled Preston's footballing Icons from the 'Invincibles' team of the 1880s all the way to the mid twentieth century, Dick, Kerr Ladies, and the legendary Sir Tom Finney. Using the Football Heritage Collection housed at our Resource Centre in Preston, local communities were able to engage with objects and their stories at Lancashire Archives and through outreach events and artist workshops.

"This is an exhibition we're very pleased to have worked on in partnership with Lancashire Archives. Preston is a place that the museum holds extremely close to our hearts, as does the wider football community, and it's clear to see why with such a rich history in the game."

"As part of our Football Creates Strategy, we've made it our mission to encourage creativity and community engagement through our work, and with the local area so imperative in the creation and ongoing content of this exhibition." Tim Desmond, NFM CEO



**PRIDE OF THE PITCH**  
PRESTON'S FOOTBALLING ICONS



## Volunteering & Work Experience

Football is a great connector, and our team of volunteers play a vital role in the day-to-day running of the museum and our activities. We tailor our programme to the individual needs and interests of our volunteers to ensure we deliver an enjoyable and meaningful experience.

We also offer a range of work placement opportunities – you can read more in their own words:

Did you find the NFM staff provided you with the right level of support to carry out tasks?

Yes, I was shocked at how well supported it was. Felt I could ask for help if needed.

Without a doubt, the NFM staff were incredibly approachable and supportive. The degree of support given to me allowed me to feel confident and ready to complete the tasks given to me independently.

Do you feel you have finished with a good understanding of the different roles and responsibilities of the organisation and museums sector in general?

The induction was clear and what was expected was explained well.

I feel this placement has given me a good understanding of the roles and responsibilities of the organisation and briefly of the museum sector in general.

Did you enjoy the overall experience? What was best about the experience and what could be improved?

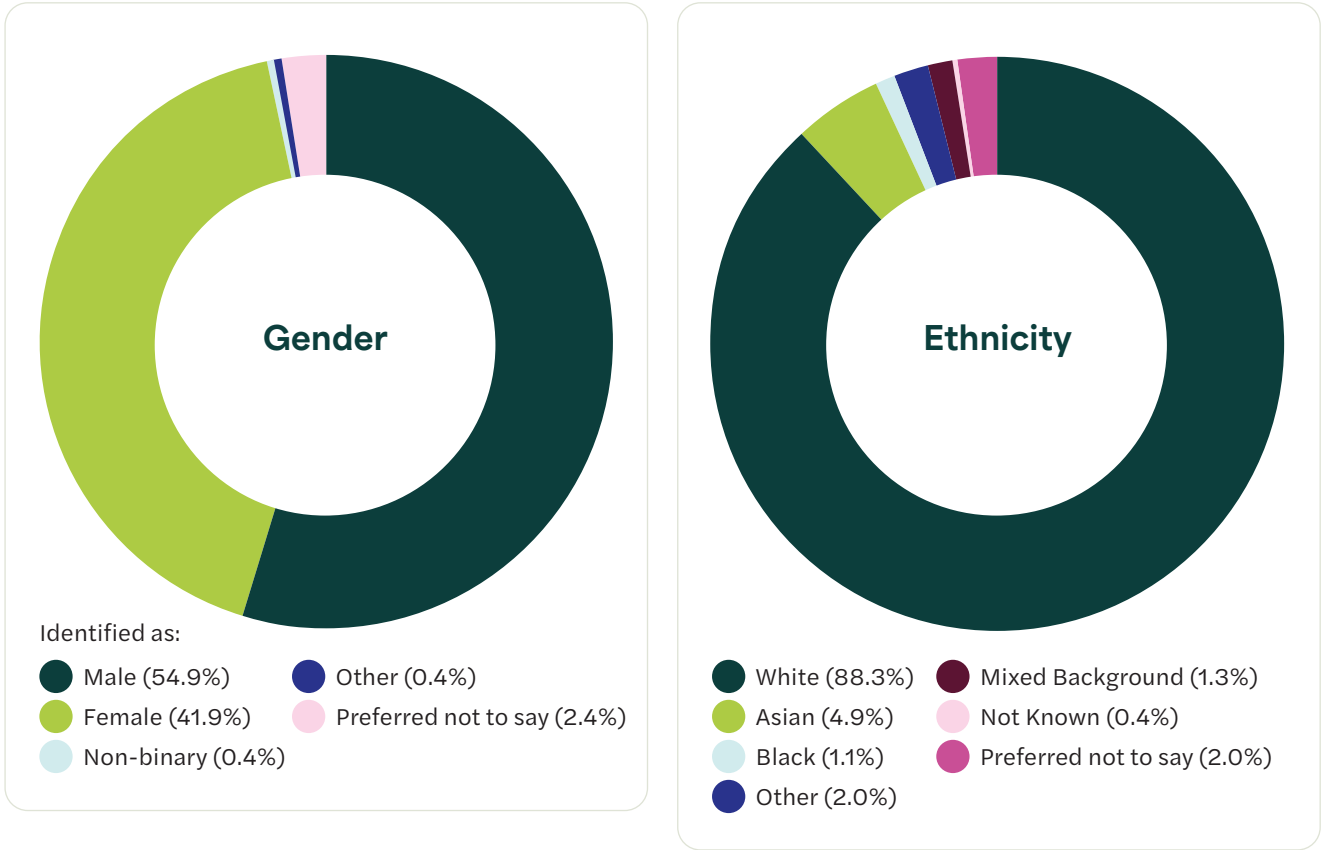
Yes. Best was how welcoming everyone was, friendly team. All good!

Overall, the experience was thoroughly enjoyable. I greatly enjoyed the selection of different job roles I completed and the interesting nature of each of them, the approachable and positive nature of every staff member I interacted with as well as the deeply valuable and impactful information I was educated on.

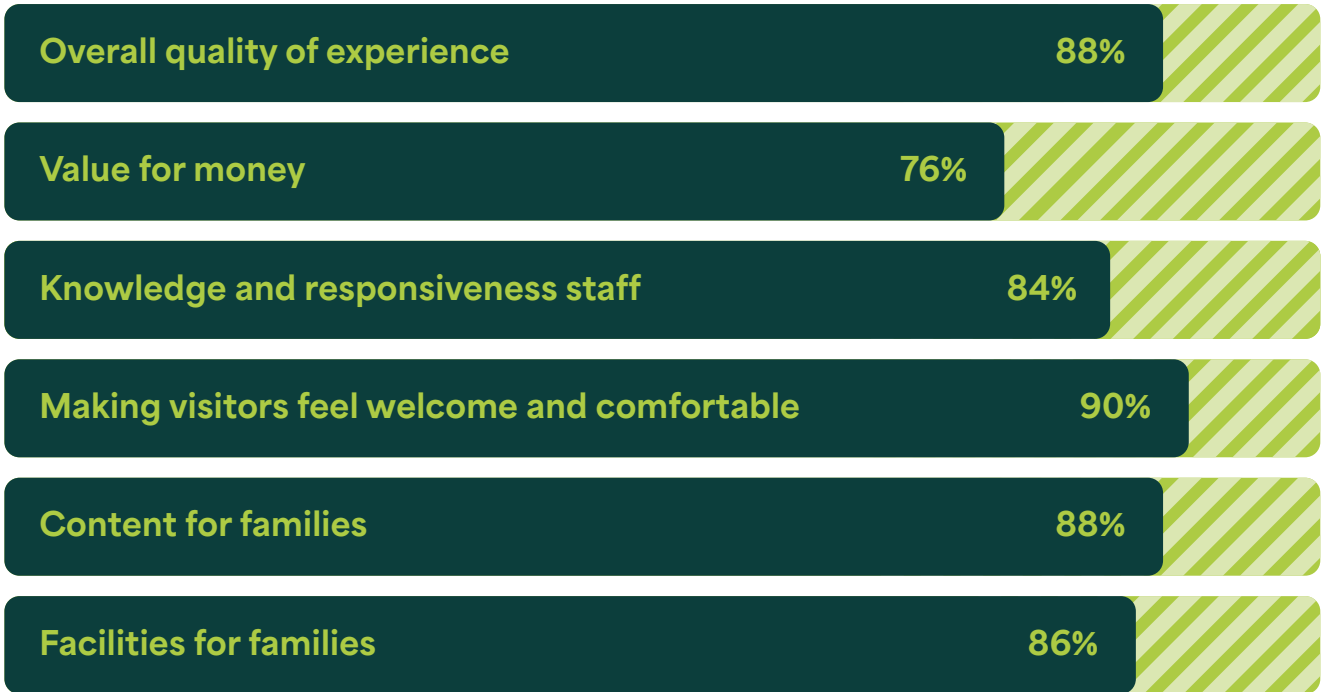


# Our Audiences

We collate visitor feedback and audience data through an anonymised post-visit survey provided by Arts Council England's Illuminate platform. During 23/24 there were 576 respondents:



## Visitor Experience: Rated good or very good



# Sustainability

## Our Planet

The National Football Museum is committed to lowering its environmental impact to create a sustainable future for everyone, and is one of the first museums in the country to receive an official Carbon Literacy Organisation (CLO) accreditation standard.

Our Carbon Reduction Plan aims to reduce the museum's direct carbon emissions by 50% contributing to Manchester's goal to be a zero carbon city by 2038.

In 23/24, 95% of NFM staff completed carbon literacy training and as a single-use plastic free venue no waste was sent to landfill.



## UN Sustainable Development Goals

The 2030 Agenda for Sustainable Development provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership.

The scope National Football Museum's work directly supports eight of the UN SDGs;



## Fundraising

As a charity, the museum raises funds through grant income and its own fundraising activities, including its trading subsidiary National Football Museum at Urbis (Trading) Limited, company number 07539263.

The trading subsidiary generates vital funds through the museum Gift Shop, The Dugout Café, Venue Hire, sponsorships and partnerships. Profits are gifted to the charity annually to support its work and operating costs.

## What our venue hire clients say

Just wanted to say a big thank you for all your support in ensuring today ran as smoothly as it did and an extended thank to all of the team for their welcome and guidance around the facility. The feedback from all involved has been superb - everyone really enjoyed it. Will certainly be considering the event space in future!

New Balance

The event was such a fantastic success, and it has been great to get all the positive feedback. Everybody loved the museum too - the lift was a particular hit!

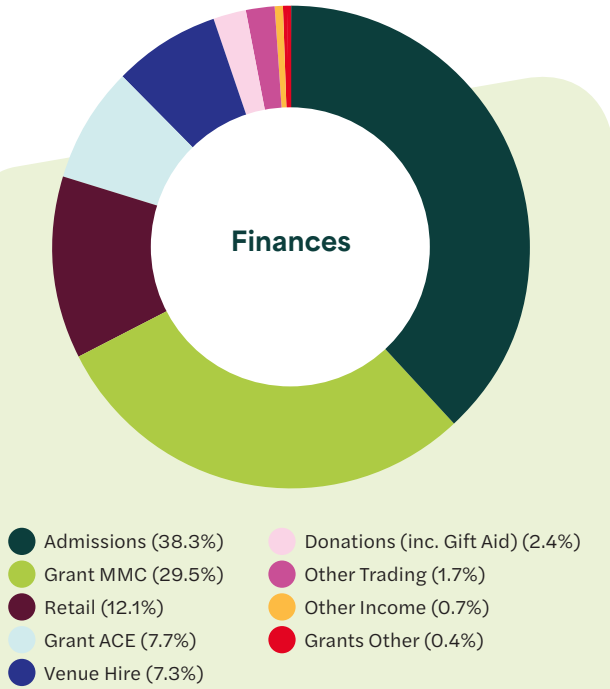
NHS

If you'd like to find out more about working with the National Football Museum, please contact:

**Venue hire:**  
[events@nationalfootballmuseum.com](mailto:events@nationalfootballmuseum.com)

**Travel trade and groups:**  
[groups@nationalfootballmuseum.com](mailto:groups@nationalfootballmuseum.com)

**Partnerships:**  
[development@nationalfootballmuseum.com](mailto:development@nationalfootballmuseum.com)



Total income for 23/24 was £4.57m, a 30.0% increase on the previous year. The charity's largest source of income is via museum admission, which equates to 38.3% of total income.



# #footballmatters

## With Thanks

The work and impact of the National Football Museum is made possible thanks to:

## Our Funders & Partners



MANCHESTER  
CITY COUNCIL



Supported using public funding by  
**ARTS COUNCIL  
ENGLAND**



Funded by  
UK Government

**mirrorpix**



The **Players** Foundation

## Our Team

We are kindly supported by our Board of Trustees, Committees and Advisory Groups and by our dedicated and passionate team of colleagues and volunteers.