

Manchester City Council Report for Resolution

Report to: Executive – 15 September 2021

Subject: The National Football Museum

Report of: Strategic Director (Neighbourhoods)

Summary

This report sets out plans for a new lease and grant funding agreement for the National Football Museum, taking into account the Council's investment to date, the museum's impact and achievements over the last ten years, and plans for the next funding period.

Recommendations

1. To approve the granting of a new Sub Lease between (1) the Millennium Quarter Trust and (2) the National Football Museum for a period of 25 years from 1st April 2022, which will be granted out of the lease dated 5 July 2012 between (1) Manchester City Council and (2) the Millennium Quarter Trust for a term of 85 years from 27 June 2002 ("the Head Lease").
 2. To approve a three-year grant funding agreement with the National Football Museum from 1st April 2022 with revenue support of £1.4million in 2022/23, £1.35million in 2023/24 and £1.25million in 2024/25.
 3. To delegate responsibility to the Strategic Director of Neighbourhoods, Deputy Chief Executive and City Treasurer and the City Solicitor in consultation with the two Deputy Leaders to negotiate and finalise the terms of the arrangements.
 4. To authorise the City Solicitor to complete all documents and enter into all agreements necessary to give effect to the recommendations.
-

Wards Affected: All

Environmental Impact Assessment - the impact of the decisions proposed in this report on achieving the zero-carbon target for the city
The National Football Museum has signed the Manchester Commitment to Act, confirming that the museum will take responsibility for its organisational carbon emissions and work to reduce its carbon impact to zero by 2038. The museum's Carbon Reduction Plan also mirrors the Council's target of reducing emissions by 50% by 2025. Achieving reductions in building-related emissions will require improvements to the way the National Football Museum operates and support from the Council as landlord of the Urbis building.

Our Manchester Strategy outcomes	Contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The National Football Museum is a unique asset to Manchester as a city which is a major visitor destination for sport and arguably the global home of football. Sitting alongside the Premier League clubs and the city's wider sporting infrastructure and events programme the museum provides a cultural destination for visitors attracted by the game to view collections of national significance.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	The National Football Museum continues to provide employment opportunities with 64 individual employees at the museum. NFM plans to grow its volunteering programme and increase the number of work experience participants and apprentices during the funding period.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Education is at the core of the charity's purpose and the museum runs a successful and inclusive annual programme reaching residents from all wards in the city. In 2019/20 this included 418 engagement sessions (including schools) and a total of 17,178 engagements with individual participants. The museum actively promotes an anti-discrimination stance to educate and engage, and to celebrate diversity in football culture.
A liveable and low carbon city: a destination of choice to live, visit, work	The National Football Museum is a unique asset to Manchester as a major cultural attraction which celebrates the game of football. It is part of the diverse and distinct cultural sector which contributes to making Manchester a liveable city and an attractive visitor destination. The museum's carbon reduction plan demonstrates how the organisation will contribute to the city's Zero Carbon ambition.

A connected city: world class infrastructure and connectivity to drive growth	The museum creates online content including digital exhibitions and podcasts, which had just under 1.5million digital visitors across all channels including social media during 2020/21. Following new ways of working and engaging during the pandemic, the museum is in the process of developing a new Digital Strategy. The museum plans to create a Digital Resource Centre where visitors can curate their own exhibitions and activities, a new Play Gallery is also being developed which will allow visitors to engage with football using new technology.
---	--

Full details are in the body of the report, along with any implications for

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

The grant funding amounts for each year of this agreement will step down from the current allowance of revenue support of £1.45million per annum. Revenue support will be £1.4million in 2022/23, £1.35million in 2023/24 and £1.25million in 2024/25.

Financial Consequences – Capital

None

Contact Officers:

Name: Fiona Worrall
Position: Strategic Director (Neighbourhoods)
Telephone: 0161 234 3926
E-mail: fiona.worrall@manchester.gov.uk

Name: Neil MacInnes OBE
Position: Head of Libraries, Galleries and Culture
Telephone: 07717 435 204
E-mail: neil.macinnes@manchester.gov.uk

Name: Mark Duncan
Position: Strategic Lead – Resources and Programmes
Telephone: 07983 441 715
E-mail: mark.duncan@manchester.gov.uk

Name: Louise Lanigan

Position: Principal Resources and Programmes Officer (Culture)

Telephone: 07949 598292

E-mail: louise.lanigan@manchester.gov.uk

Background documents (available for public inspection): None

1.0 Introduction

- 1.1 The National Football Museum (NFM) opened at its new home in the Urbis building in Manchester city centre on 6 July 2012, having moved to the city from its original site in Preston. The initial 10-year lease and funding agreement are due to expire in Spring 2022. The Council has a long-term commitment to supporting the museum and this report sets out proposals for the future lease and grant funding arrangements.

2.0 Background

- 2.1 The National Football Museum is England's only national museum for football and at the heart of its practice holds a nationally accredited collection which is the largest of its kind in the world. Through the collections and associated community engagement and research programmes the museum explores why football is "the game of our lives" and the impact which it has on society. This includes permanent exhibitions which explore the history of the English game with both the national side and the English Leagues, and the museum's special exhibitions and interactives, which stimulate stories about the impact of football. The museum's collections are a resource not only for visitors but also academics and researchers. The National Football Museum strives to ensure that the collection is fully representative and is working towards 50% of the collections representing the women's game. The museum also aims to reinterpret football stories that represent significant moments and actions in popular culture and social history.
- 2.2 The National Football Museum originally opened in 2001 at the Deepdale football ground in Preston, but moved to Manchester supported by the European Regional Development Fund (ERDF) and Manchester City Council investment, reopening in July 2012 in the Urbis building. The move enabled the museum to establish itself within landmark premises, ideally located to benefit from Manchester's position as a world-renowned destination for sport and a global home to football. It also secured the future of the Urbis building as a sustainable visitor attraction of national and international significance. The lease and grant funding arrangements with the Council secured the longer-term viability of the museum. On the opening of the museum in Manchester, the museum's President Sir Bobby Charlton said, *'This is a museum for everybody, the whole world can come and see about the beautiful game in Manchester, I am so proud of this city'*.
- 2.3 Over the last 10 years NFM has played an important role in establishing Manchester as an international sporting city. Manchester's footballing pedigree speaks for itself, with Manchester's two table-topping Premier League clubs, and its host of other clubs make an enormous contribution to the life of the city. A study undertaken in 2011 highlighted that football provides the city with the equivalent economic impact of an Olympic and Paralympic Games every four seasons, contributing around £330m in gross value added (GVA) to the economy.

- 2.4 Manchester's enviable position as a global city of football is about much more than two clubs and the individual sporting heroes whose names are known throughout the world. Manchester is the home of the Professional Football Association (PFA) as well as the home of over 900 amateur teams who operate across the city in 74 different leagues. NFM is the glue that brings together all forms of the game and the partners that make football so successful in Manchester. Over the last 10 years partners including the FA, PFA and the football clubs have invested heavily in growing the game and creating more opportunities for people to play the sport, particularly those groups that have been under-represented, such as women and girls and people with a disability.
- 2.5 Over the next decade there is an ambitious vision for Manchester to be the leading UK city for people participating in all forms of football, with a world leading community football infrastructure which will sustain high levels of participation. NFM has a unique and critical role to play in this, utilising its power to convene and mobilise key partners to assist in transforming opportunities for Manchester residents, in turn accelerating the delivery of Manchester's Football Development Plan.

3.0 Manchester City Council investment and support to date

- 3.1 Manchester City Council has a long-term commitment to supporting the National Football Museum and has provided substantial direct investment and wider support since its move to the city from Preston. This includes;
- Capital costs of the move to Manchester and adaptations to the Urbis building of £7,574,034 (of which £3,787,017 was ERDF and the remainder was Council investment). The National Football Museum was intended as a long-term occupant of the building following the closure of the previous Urbis Museum.
 - A 10-year sublease for the Urbis building at peppercorn rent from 2012 to 2022 under the Head Lease between (1) Manchester City Council and (2) the Millennium Quarter Trust. MQT was established in 2002 to oversee the area of the city centre comprising Cathedral Gardens, Exchange Square, the Cathedral Visitor Centre and Urbis.
 - A revenue grant to support core running costs as part of the Council's Strategic Cultural Investment portfolio. The initial grant was £1.95million in line with the previous grant to the Urbis museum. Over time this has been reduced by the Council in consultation with the museum. The current grant amount is £1.45million per annum.
 - Mandatory and Discretionary Business Rate Relief.
 - Capital investment through the Council's Asset Management Programme, with £491,093 invested between 2016 and 2021, and a budget of £1,400,000 allocated to replace the Air Handling System and Building Management System.

4.0 The National Football Museum Collection

4.1 The museum's collection comprises over 40,000 objects relating to football and the social history of the game and includes the following:

- **Programmes and fanzines:** The National Football Museum owns hundreds of examples of football programmes illustrating league and non-league clubs and national and international competitions. The fanzine collection comprises over 1,000 examples from all over the country.
- **Trophies:** the large collection of trophies spans over 120 years with the Turton Cup from 1874 being the earliest trophy in the collection. Other trophies include retired Football League trophies on loan from the Football League such as the original Championship trophy 1890, Division 3 North and South shields, Barclays and Canon League trophies and Play-off trophies. The museum displays the replacement Jules Rimet trophy commissioned by the English FA in 1966 as well as the 1938 English Schools FA trophy and several trophies relating to the women's game. In 2020 Sheik Mansour on behalf of Manchester City bought at auction the 1896-1910 Football Association Challenge Cup and has agreed to loan it for display at NFM in 2021. The collection also holds official replica trophies of the FA Cup, the League Cup and the Premiership trophy.
- **Equipment:** the collection contains shirts, shorts, socks, boots, balls and shinpads from 1890s to the present day and illustrates the changes in equipment and technology over the decades. As well as players' and managers' clothing, the museum also includes referees' equipment and fans' match day clothing and replica shirts.
- **Fans memorabilia:** a large part of the National Football Museum collection relates to supporters and match day ephemera, including tickets, programmes, fanzines, mascots, football pools tickets, banners and rattles as well as ceramics, biscuit tins and general club merchandise through the ages. It also consists of fans' collections like cigarette cards, Baines and other collectible cards, autographs and scrapbooks.
- **Photography and film:** there are very early photographs of university, league and international teams as well as players, match line ups, stadiums and fans at the game. The National Football Museum also holds official FIFA World Cup photographs and has on loan the photographic collection of photographer Stuart Roy Clarke. The museum owns the 'Kicking and Screaming' film archive with interviews of players, managers, officials and fans that formed the basis of the television programme of that name.
- **Art:** the museum holds a large collection of artwork ranging from an early depiction of village football 'The Football Game' by Thomas Webster, 1839 to Michael Browne's recent 'The Art of the Game' painting of Eric Cantona, 1997. There are several entries from the FA's Football and the Arts competition in 1953 in the collection. Moreover, the museum has a

collection of ceramic and spelter sculptures and figurines and other decorative items. The museum also has the first statue of a woman footballer Lily Parr created by Hannah Stewart and installed in 2019.

- **Library and archive:** the large reference library at the museum's research site in Preston holds general football history books, biographies, club histories, yearbooks, magazines and historical football books. There are archives of the FA and Football League including minute books, gatebooks and player records. The museum looks after the loaned archives of Littlewoods Pools and Preston North End FC. Recently, the National Football Museum received the donation of the UEFA library of books, journals and DVDs on European competitions and the Wray Vamplew collection of academic books and research journals.

4.2 The 13 principle collections and key objects are detailed in Annex 1.

5.0 Impact and achievements

Global football destination

5.1 The National Football Museum is a unique asset to Manchester as a city which is a major visitor destination for sport and arguably the global home of football. Sitting alongside the Premier League clubs and the city's wider sporting infrastructure and events programme – which will include hosting the Women's Euro football tournament in 2022 – the museum provides a cultural destination for visitors attracted by the game to view collections of national significance within the city centre. Hotel Occupancy Data shows that there is a clear peak in demand for accommodation on Premier League and European football match days, and this peak in demand can also be seen within the National Football Museum's visitor figures. Prior to the Covid-19 pandemic up to 25% of the museum's audience was international visitors, which is more than double the overall proportion of international audiences reported by the 47 organisations responding to the city's 2019/20 Cultural Impact Survey. The museum therefore contributes to the Manchester's appeal as a liveable city and attractive visitor destination whilst also promoting active lifestyles. In 2017 it was estimated the National Football Museum's economic impact was £27million per annum.

5.2 Pre-pandemic, visitor numbers¹ had reached 161,441 with a wider footfall within the building each year of 191,442. A quarter of visitors were international and a further 25% were national visitors from outside the North West, each bringing associated visitor spend and economic impact to the city.

Collections

5.3 The museum continues to build the finest collection of artefacts and archives as part of the Football Heritage Collection, telling the national story of football in all its diversity. Key achievements include;

¹ Since 2019 visitor numbers are captured through the ticketing system. Prior to 2019 visitor numbers were captured by footfall counters.

- Arts Council England designation status 'for the world's finest collection of football artefacts including the FIFA Collection' in 2012.
- A £200,000 investment From Arts Council England in developing its art collection in 2015, as part of the four year 'The Art of Football' exhibition - culminating in the exhibition 'Football is Art' in 2019.
- A special exhibition bringing together many of the iconic objects relating to the 1966 World Cup tournament for the first time in 2016 including items. linked to the players Bobby Moore, Alan Ball, Geoff Hurst and Roger Hunt.
- In 2019/20 the National Football Museum created a new initiative called the 'Football Heritage Collection' to bring together at the museum and digitally the canon of football's history through iconic items (objects, archives and pictures) that best tell the story of the national game. To date partnerships have been created with Kick it Out, the Professional Footballers' Association and The Football Association. In 2021 the FA Collection will be fully curated by the National Football Museum and the museum has already been loaned objects from the Men's Euros tournament, including Harry Kane's rainbow captain's armband. NFM are currently liaising with the FA around the 2022 Women's Euros tournament, including supporting the draw in Manchester and co-organising key fan events in the city.

Research and academic partnerships

5.4 The museum has research and academic partnerships with the city's universities and operates a research centre which, along with curation of exhibitions, enables visitors to appreciate and learn about the game. The museum's Resource Centre and stores remain in Preston but there is a long-term ambition to move these to Manchester. Achievements in this field include;

- Curators from the museum having honorary roles at Manchester Metropolitan University and helping to set up the Centre for Football and its Communities.
- Manchester Business School supporting annual consultancy projects, with students advising on the development of the museum.
- The museum acting as advisor to the National Paralympic Heritage Trust to support the establishment of a Heritage Centre at Stoke Mandeville Hospital.
- Staff providing curatorial support to develop the Northern Irish Football Museum and the Welsh Football Museum.
- Since 2016 working in partnership with Linzi National Football Museum in China on the Annual World Football Academic Summit.
- Arts Council England supporting academic research and a conference on Unlocking the History of Women's Football Project in 2018.
- Supporting research by the University of Lancaster into degenerative neurocognitive disease in former players.

Exhibitions

5.5 The museum has an annual programme of critically acclaimed special exhibitions in two galleries along with the permanent exhibitions. Over the last ten years this has included:

- Two major exhibitions as part of the Cultural Olympiad and in partnership with Manchester Art Gallery and the Whitworth to mark the museum's opening in 2012. These worked with West African Artists responses to football and culture and a Stuart Roy Clarke Photography retrospective.
- Hey Ya – Arab Women in Sport commissioned by Qatar Museums Authority, 2013.
- Chinese Contemporary Art with a Sporting theme exhibition (Asia Triennial Manchester Arts Festival Festival) 2014.
- The 1966 World Cup Exhibition at Wembley and NFM supported by Heritage Lottery Fund (£300,000) and The FA (£125,000), 2016.
- Pitch to Pixel Football and Computer Gaming exhibition supported by Arts Council and EA Games and Sports interactive, 2015.
- Chinese Football exhibition opened by the Chinese President Xi Jinping and Prime Minister David Cameron as part of the State Visit to the UK in 2015.
- Kicker Conspiracy John Early Photographs of the experience of LGBT footballers, 2016.
- The Beautiful Frame - animation and sport in association with Loughborough University Animation Academy, 2017.
- Common Goal - recognising the work of the charity set up by Juan Mata and Jurgen Griesbeck – in 2017.
- Stanley Chow exhibition by the local illustrator of iconic footballers.
- Black Looks a collection of portraits of black and Asian footballers through history by Colin Yates, 2018.
- Football is Art – showcasing art from NFM collection, 2019.
- Strip! – The design and style of football shirts through time, opening in 2019.
- Goal Click! Photos of the women's' World Club taken on disposable cameras, 2020.
- Still Gleaming in 2021 – the story of 1996 Euros when football came home.

Hall of Fame

5.6 The National Football Museum's Hall of Fame showcases nationally recognised awards to individuals and teams who have made an outstanding contribution to the game. Prior to 2017 there were only 17 women in the Hall of Fame and only two women could be selected every year. As part of the new strategic cause for the museum, built around equality and diversity, there is now a focus on working to equal representation of men and women. The recently opened Hall of Fame exhibition in the museum therefore represents all 19 women who have so far joined and a selection of 19 male players.

5.7 Annex 2 details the Hall of Fame inductees since the Museum's move to Manchester.

Engagement and participation

- 5.8 Education is at the core of the National Football Museum's purpose and the museum runs a successful and inclusive programme each year reaching residents from all wards in the city and beyond. Pre-pandemic the museum ran 418 engagement sessions per year (of which 264 were for schools), with a total of 17,178 individual engagements across all sessions. The museum engaged with 70 Manchester schools in total.
- 5.9 Facilitator led sessions are held in the Communities Galleries using the objects of the museum as learning tools and groups have guided tours of the museum highlighting Manchester-related stories. These sessions are designed to provide learning and engagement which supports self-esteem, enhancing local pride in place, and recognition of how diversity enriches society. Future development of these programmes will allow community groups to play a part in curating the museum and shaping its development. This will form part of a 'Made in Manchester' initiative. In 2018 the Communities team were the winner of the Sandford Award which recognises the breadth of educational activities and the diverse groups in the city and the region that the National Football Museum engages with.
- 5.10 Examples of non-schools engagement projects include;
- Sporting Memories – facilitated reminiscence sessions at the museum and online supporting isolated men and dementia sufferers who live locally. Recent sessions have included guest facilitators Gareth Southgate and Jim Rosenthal.
 - Achieve your Goals – skills and work experience training for new residents in the city and work experience training (2018/19).
 - "Memories of 66" project funded by Heritage Lottery Fund to tackle loneliness and depression for isolated men (2016/17).
 - ENiGMA partnership in 2016/17 working with Novus and Manchester College to provide training for ex-offenders.
 - Annual Manchester Football Writers' Conference which draws together a diverse range of writers who attend the museum for a week of participatory events for the public. In 2020 this included online talks from Ashley Hickson Lovelace ('Your Show' - a novel about Uriah Rennie the only black referee to officiate in the Premier League), Eve Ainsworth (Kicking Off – the story of Dick Kerr Girls Football team) and Ed Aarons (Made in Africa – the story of African footballers in English Football).

Volunteering

- 5.11 A dedicated Volunteer Manager was appointed in 2016 and initial partnerships made with the Princes Trust and Richmond Fellowship. In that year 55 volunteers were recruited. In 2018 NFM received recognition for their volunteering programme at the Museum and Heritage Awards. During the pandemic volunteers were unable to participate in the usual way, but opportunities were provided to participate in online activities. Volunteers are

now coming back into the museum and a rebuild of the programme is in process.

Investment and income

- 5.12 As stated above there has been significant public sector investment in establishing the National Football Museum in Manchester. This has been predominantly Council revenue funding, along with Council and ERDF investment in the capital project to adapt the building.
- 5.13 When the museum opened in Manchester it was foreseen that there would be no charges to visitors. For many years the museum therefore worked to secure income to complement the Council's revenue funding through visitor donations, sponsorship, commercial partnerships (including the café and restaurant licenses) and project grants.
- 5.14 However, with the Council's permission, the National Football Museum moved to a partial charging model with effect from January 2019. Under the new model, Manchester residents continue to benefit from free entrance to the museum, but visitors from outside the city are charged an entrance fee. The partial charging model enables the museum to continue to meet the overall project objectives of the Millennium Commission and ERDF Funding, but provides a stronger basis for longer term financial sustainability and for reducing dependency on the Council's revenue funding – whilst still providing free entrance to the city's residents. The income generated also mitigates the impacts of reductions in other funding sources and the ongoing increases in operating and building management costs. The Council has sought approval from the National Lottery Community Fund (successor body to the Millennium Commission) and the Department for Communities and Local Government regarding Millennium Commission and ERDF as required.
- 5.15 In 2019/20, the first full year of visitor charging and also the pre-pandemic charging baseline, the museum generated £1,037,390 in visitor income. This compares with £333,148 in voluntary donations from visitors accessing the museum on a free entrance basis in the previous financial year. Visitor charging also enables the museum to benefit from Gift Aid. As a charity the National Football Museum still seeks donations to support its work in diversity and inclusion.
- 5.16 The museum's new Fundraising Strategy explores other avenues of funding to complement visitor charging and the Council's continued investment.

Equality, diversity and inclusion

- 5.17 The National Football Museum has a commitment to embracing diversity in everything they do. There is possibly no better subject than football to do this as the game can engage with people may not otherwise choose to visit a museum. Diversity is actively championed through representation across exhibitions, collections and programmes in order to enrich and transform the museum and seek to play a key part in this area in culture and sport. Whilst

diversity across all the protected characteristics are represented, women in football has been prioritised because of the significant imbalance historically. Ethnicity is another characteristic which is another priority area particularly in the story of men's elite football.

- 5.18 With the historical context of women's football having been banned by the FA for a 50-year period between 1921 and 1971 and the growth of the game in recent years, it is a priority for the museum to work towards equal representation for women in the game, and as such women's stories are now being told alongside men's across all exhibitions. The museum will also work to tell more contemporary stories around popular culture and social history associated with the game.
- 5.19 Currently 20% of objects on display represent women, however the recently opened Hall of Fame exhibition has increased this representation to 50% - and this sets the benchmark for future exhibitions. To support this NFM have appointed a Women in Football Curator to develop the collections and work with partners to promote diversity in the museum. The concept is multi-faceted in that NFM want to collect, exhibit and develop activities about the Women's Game as it grows in popularity, but also to curate work from a women's perspective and source stories from women that work within the Game, including in media and delivery.
- 5.20 40% of the museum's staff are female and future recruitment of employees and board members will aim to ensure representation across all protected characteristics.

Employment and skills

- 5.21 NFM has 64 individual employees and the museum was an early adopter of the Real Living Wage. The museum continues to ensure that all employees are paid at least this rate of pay. Because of the nature of the business and fluctuations in visitor numbers around school holidays and football fixtures the museum employs some casual staff to support periods when visitor levels are high, and also looks to provide fixed term opportunities to these staff if they wish to apply.

6.0 Covid-19 pandemic

- 6.1 The last 18 months have brought unprecedented challenges to the city's cultural sector. The cultural sector was one of the first to lock down and is one of the last industries to be able to reopen in full on a financially viable basis. Manchester's cultural sector is an intrinsic part of the city centre economy and is fundamental to the wider social and economic recovery of the city.
- 6.2 As the first national lockdown was introduced the National Football Museum, like many of the city's cultural institutions, was forced to postpone or cancel existing exhibitions, events and plans but found new ways of working to creatively deliver existing and new activity online. This included the following:

- The STRIP! Exhibition, which focuses on football shirts and their influence on football culture, design, fashion and technology, had opened in November 2019. In response to the national lockdown, the museum moved the exhibition online creating a series of articles/blogs, podcasts, discussions and children's activities.
- The Game of our Lives initiative captured fans' favourite football stories as part of a digital library. This was supported by the Sporting Memories Group – which brings together socially isolated men to share memories of the game. Sessions are usually held at the museum but during the pandemic took place through Zoom, phone calls and WhatsApp.
- Whilst volunteer levels were reduced, continuing volunteers engaged with the Sporting Memories programme and staff meeting sessions.
- Kicking off Your Creativity, an online creative writing activity for children, was shortlisted for best film in 2020 in the prestigious national Kids in Museums Award.
- Following a successful bid to Museums Development North West for £4,696 to redevelop the schools offer in a post-Covid world, the Communities and Learning Team worked with primary schools in Harpurhey to develop online sessions for primary schools. The online sessions were complemented by loan boxes with the objective to replicate these for other Manchester schools.
- Despite the pandemic NFM were able to recruit a trainee to join the Content Team funded by the British Museum's 'Museum Futures' programme.

6.3 The National Football Museum has proactively sought additional support during the pandemic and was successful in Rounds 1 and 2 of the highly competitive Culture Recovery Fund (CRF). This fund was launched by the Department of Culture, Media and Sport to provide emergency and recovery support to the arts and culture sector. NFM received £515,965 from CRF1 to sustain the charity during the first lockdown and went on to receive £239,721 from CRF2, allowing them to prepare for reopening in May 2021, including funding for two new exhibitions.

7.0 Strategic Plan 2021 - 2024

7.1 The Strategic Plan 2021-24 sets out how the National Football Museum will engage and entertain visitors by providing cultural opportunities for them to share stories about football and explore the 'game of our lives'.

7.2 The vision of the charity is to be "a leading national museum exploring why football is the game of our lives" working to four strategic aims:

- Becoming a centre of excellence for football heritage through fully representative exhibitions, collections and research;
- Building an award-winning inclusive programme of Community and Public Engagement activities;
- Delivering an exceptional visitor and stakeholder experience growing our fan base, achieving long term financial sustainability; and
- Operating a Good Practice model for physical and human resources.

- 7.3 Underpinning the aims and goals and incorporating everything the museum does is the social cause of equal opportunity for all to enjoy football culture. This incorporates equality and diversity at the heart of the museum's practice. By 2024 the museum aims to celebrate the full diversity of the game as represented by the national sides and the leagues at all levels.
- 7.4 Delivery of the Strategic Plan will be supported by a Transformation Project for the museum, working with a diverse range of visitors and heritage experts to refresh and revitalise the galleries so that it becomes the world's go-to cultural attraction for football with the aspiration of increasing visitor numbers to 300,000 per annum.
- 7.5 The existing permanent exhibitions were designed and installed over a short time period prior to the museum opening in 2012, with a selection of objects and interpretation by the exhibitions and learning teams. It is timely to repurpose and refresh the object selection and refurbish the spaces. This work will be co-produced with local residents and football in the community groups to ensure there is a diverse approach which is responsive to visitors. As well as physical transformation NFM will also use the Football Heritage Collection to transform their digital offer, becoming a leading brand and authority on the game's history and cultural significance. This will all be supported by the museum's efforts to recruit staff, volunteers and trustees that reflect the diversity of Manchester's communities.
- 7.6 The Transformation Project will include;
- Welcome Space (2024) - a redeveloped welcome space will give visitors a strong sense of arrival and a taste of what's to come
 - Pitch Gallery Exhibitions (ongoing) - a multimedia installation and events space
 - Match Gallery Transformation (2025) - the 'Crown Jewels' of English football from the past to the present day
 - Play Gallery Transformation (2023 – 2025) - interactive experience of playing the game, and celebrates technological innovation and design in football
 - Score Gallery Exhibitions (ongoing) - a dynamic temporary exhibition space that tells engaging stories of football in a contemporary way
 - Communities Space (2023) - flexible activity space for specialist groups and schools
 - Content Workshop (2024) - behind the scenes space which provides sufficient room and storage to produce designs and digital content and work on onsite object conservation.
 - Public Programme (ongoing) - a diverse programme of events which have the following characteristics: Creative; Participatory; involving footballers; football people; explore football through the Arts
 - Football Heritage Collection Resource Centre (2024) – a new base to establish a centre of excellence for football heritage to allow storage, conservation, research, public viewing, manufacture of touring exhibitions

- Football Heritage Collection Digital (2022) - digital platforms developed around a website to provide access to the collection, resources, programmes and exhibitions related to the Football Heritage Collection
- Change-making staff (ongoing) - new key roles that can bring about change to deliver new projects and increase capacity and diversity of talent.

7.7 There are a number of other projects which sit within the Strategic Plan for delivery over the next 3 years. These include;

- **Hall of Fame** – a special exhibition which, subject to feedback, will be converted into a permanent exhibition in the museum highlighting past legends and timeless successes.
- **Youth Panel** – a new panel to support the governance of the museum. Initial research has taken place exploring national best practice models and the panel's role and recruitment will now be progressed.
- **Volunteering** – pre-pandemic there were 109 volunteers giving over 6,000 hours of service. This was mainly focused on supporting the visitor experience team but from 2020 volunteering has been managed by the Communities and Learning Team with a view to integrating opportunities across the whole organisation. Volunteering opportunities will now span Collections, Marketing and Exhibitions. There will also be online volunteering roles as part of the digital Football Heritage Resource Centre, to engage with content creation.
- **Social justice** - recent objects showcased by the museum include Trent Arnold's Black Lives Matter boots and the Wythenshawe banner 'Rashford 1 Boris 0'. When the mural of Marcus Rashford in Manchester was defaced NFM joined forces with the city's other cultural organisations and Manchester Central Library to capture the incident and to set up their own message wall. Through widening representation and key partnerships such as Kick it Out and Show Racism the Red Card, NFM actively promotes an anti-discrimination stance to educate and engage and celebrate diversity in football culture and this will continue to be a priority for the museum.
- **Audience development** – The National Football Museum has established itself as a national and international visitor destination of choice, and the new Audience Development Strategy will seek to build on this further as well as further growing Manchester resident engagement – across visitor and participant numbers but also as employees, volunteers, board members, apprentices and work experience participants. The strategic direction is that NFM is a national museum which is grounded in Manchester and whose work is culturally guided by the city. The audience development work will include increasing Manchester visitor numbers, diversifying tours and repurposing spaces for community use. The museum will also focus on partnership work with community organisations within the city and other cultural venues to seek joint ways of engaging.
- **Digital Strategy** - When the museum closed due to the pandemic, the focus turned to creating online content including Podcasts relating to the exhibitions and collection as well as engaging specialist groups. Naturally this period saw a rapid growth in online engagement, and during 2020/21 NFM had just under 1.5million digital visitors (including social media). It is

now a priority that a new Digital Strategy is developed, to support the Strategic Plan. As well as online a new Play Gallery has been outlined in the Transformation Project which will allow visitors to engage with football using new technology. The first partnership has been formed with Manchester based Rezzil who are the world's leading digital platform for using virtual reality to improve elite players resilience and technique. NFM's mission is telling stories and they will increasingly facilitate this digitally and online by creating a Digital Resource Centre where visitors can curate their own exhibitions and activities by researching the Football Heritage Collection. As part of the planned rebrand of NFM a new website will be commissioned to promote the content of the museum and allow enhanced digital access to it.

8.0 Carbon Reduction Plan 2021 - 2025

- 8.1 In line with the Council's Carbon Reduction Plan, funded organisations are required to demonstrate the contribution they will make to the city's Zero Carbon ambition.
- 8.2 The National Football Museum has signed the Manchester Commitment to Act, confirming that the museum will take responsibility for its organisational carbon emissions and work to reduce its carbon impact to zero by 2038 (based on a 2019/20 baseline). The museum's recent Carbon Reduction Plan also mirrors the Council's target of reducing emissions by 50% by 2025.
- 8.3 Building emissions are a priority for achieving zero carbon at the museum, in particular as many of the original systems remain in place from the original construction of Urbis over 20 years ago. Whilst progress has already been made in improving the efficiency of installations and adopting green energy sources, the museum will only be able to achieve further significant reductions by working in partnership with the Council's Estates Team as landlord. An example of this is work scheduled to begin this year on an upgrade to the Air Handling System and Building Management System.
- 8.4 A priority project for the next period will be an LED lighting replacement programme, building upon the initial upgrade already in progress. LED lighting upgrades will reduce energy usage by around 40% in functionally lit areas such as plant rooms, emergency evacuation staircases, kitchens, staff rooms, offices and house lighting. Lighting upgrades and projector bulb replacement will also reduce energy usage in the four floors of galleries and enhance the presentation and curation of the museum's collection.
- 8.5 The museum is working with the Carbon Literacy Project as part of the recently launched Roots and Branches project to create and deliver accredited carbon literacy training for museum staff. The museum is working towards 100% of employed staff to be trained in carbon literacy by 2022/23 and aims to achieve platinum level accreditation to the Carbon Literacy Project (CLP) by 2025. The museum is a member of the Manchester Arts Sustainability Team (MAST) which comprises Manchester-based art and culture organisations working together to contribute to the city's zero carbon targets and to share

best practice. Through MAST, CLP and other networks, the museum is seeking to learn from peer organisations and to explore potential ways to collaborate and avoid duplication.

- 8.6 NFM recognises that as a national museum it has a unique platform to promote and share its carbon reduction activities both in Manchester and across the UK. NFM will act as a champion for change among partners, peers and visitors to the museum, demonstrating and encouraging best practise in the Museum's sector and within the wider football world.

9.0 Governance

- 9.1 One of the museum's goals is to develop and achieve best practice in museum governance by working towards the high standards laid out in the Charity Governance Code. As part of this an independent governance review has recently been carried out and the museum is working to implement key actions identified against the Code's seven key principles: Organisational purpose; Leadership; Integrity; Decision-making, Risk and Control; Board Effectiveness; Equality, Diversity and Inclusion; and Openness and Accountability. This will include recruitment to the board of trustees.

10.0 Lease

- 10.1 The Head Lease between (1) Manchester City Council and (2) the Millennium Quarter Trust, was established in 2002 to oversee the area of the city centre comprising Cathedral Gardens, Exchange Square, the Cathedral Visitor Centre and Urbis. The Millennium Quarter Trust sublet the Urbis building to the National Football Museum. The current sublease is for a ten-year term, coterminous with the existing grant agreement and is due to expire on 4th July 2022. In order to provide assurance to the museum during this unprecedented time of instability during the pandemic, a new Agreement for Lease will be signed in Autumn 2021 to enable the 25-year sublease to commence on 1st April 2022, in tandem with a new funding agreement, commencing from the same date for the National Football Museum. As part of that Agreement the existing 10-year sublease will be surrendered immediately prior to the commencement of the 25-year sublease.
- 10.2 The Millennium Quarter Trust has agreed to grant the National Football Museum the 25-year sublease on the same terms as the existing 10-year sublease, which the Council as landlord has consented to. A Deed of Variation to the Head Lease will clarify and simplify repair and maintenance provisions for all parties, and these will be carried through into the 25-year sublease. A rolling break clause will be put in place within the 25-year sublease which confirms that the lease will be terminated should there be no valid funding agreement in place between Manchester City Council and the National Football Museum, during the term of the 25-year sublease.

11.0 Grant funding agreement

- 11.1 A grant funding agreement is currently in place with NFM for the period 2012-

2022. Over the last six months officers have worked with the museum to develop the principles for a new grant funding agreement for April 2022 onwards, along with a new performance framework. In order to provide assurance to the museum during this unprecedented time of instability during the pandemic, it has been agreed that the new grant funding agreement should be signed ahead of the start of the funding period.

11.2 The performance framework includes Key Performance Indicators in the following areas;

- Carbon reduction
- Employment and skills
- Volunteering
- Funding
- Special exhibitions and digital
- Visitors
- Participation and engagement (including schools)

11.3 The new grant funding agreement will be for a period of three years from 1 April 2022. The agreement sets out an annual tapering of the current £1.45million allocation as set out below. The funding amounts for each year have been developed to align with the museum's Financial Plan, ensuring financial stability for the museum during this period whilst also working towards reducing dependency on the Council grant in line with the museum's Fundraising Strategy. The funding amounts are however subject to the annual Council budget setting process should further savings be required.

2022/23	2023/24	2024/25
£1.4million	£1.35million	£1.25million

11.4 The three year funding period will enable the museum to have time to progress the work outlined in this report, and to make a substantial impact in terms of delivery of the Strategic Plan and Transformation Project - including investment in exhibition spaces, audience development, carbon reduction, digital strategy and fundraising and income diversification. Progress in all of these areas will inform the needs of a longer-term funding agreement from 2025 onwards. A three-year funding agreement also enables the Council to make a decision on funding in the shorter term whilst the impacts of the next Spending Review remain unknown.

12.0 Contributing to a Zero-Carbon City

12.1 The National Football Museum has signed the Manchester Commitment to Act, confirming that the museum will take responsibility for its organisational carbon emissions and work to reduce its carbon impact to zero by 2038. The museum's Carbon Reduction Plan also mirrors the Council's target of reducing emissions by 50% by 2025. Achieving reductions in building-related emissions will require improvements to the way the National Football Museum operates and support from the Council as landlord of the Urbis building.

13.0 Contributing to the Our Manchester Strategy

(a) A thriving and sustainable city

- 13.1 The National Football Museum is a unique asset to Manchester as a city which is a major visitor destination for sport and arguably the global home of football. Sitting alongside the Premier League clubs and the city's wider sporting infrastructure and events programme the museum provides a cultural destination for visitors attracted by the game to view collections of national significance.

(b) A highly skilled city

- 13.2 The National Football Museum continues to provide employment opportunities with 64 individual employees at the museum. NFM plans to grow its volunteering programme and increase the number of work experience participants and apprentices during the funding period.

(c) A progressive and equitable city

- 13.3 Education is at the core of the charity's purpose and the museum runs a successful and inclusive annual programme reaching residents from all wards in the city. In 2019/20 this included 418 engagement sessions (including schools) and a total of 17,178 engagements with individual participants. The museum actively promotes an anti-discrimination stance to educate and engage, and to celebrate diversity in football culture.

(d) A liveable and low carbon city

- 13.4 The National Football Museum is a unique asset to Manchester as a major cultural attraction which celebrates the game of football. It is part of the diverse and distinct cultural sector which contributes to making Manchester a liveable city and an attractive visitor destination. The museum's carbon reduction plan demonstrates how the organisation will contribute to the city's Zero Carbon ambition.

(e) A connected city

- 13.5 The museum creates online content including digital exhibitions and podcasts, which had just under 1.5million digital visitors across all channels including social media during 2020/21. Following new ways of working and engaging during the pandemic, the museum is in the process of developing a new Digital Strategy. The museum plans to create a Digital Resource Centre where visitors can curate their own exhibitions and activities, a new Play Gallery is also being developed which will allow visitors to engage with football using new technology.

14. Key Policies and Considerations

(a) Equal Opportunities

14.1 This is set out in the main body of the report.

(b) Risk Management

14.2 The funding relationship will be managed under the terms and conditions of the grant funding agreement, with monitoring and review carried out by Council officers.

(c) Legal Considerations

14.3 The Council has power to enter into the grant funding arrangements under the Localism Act 2011.