

# Trustee Recruitment Pack

February 2025



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# Welcome

Dear Candidate,

Thank you for your interest in becoming a Trustee on the Board of National Football Museum (NFM).

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.

Our ambition is to be a leading national museum both in cultural terms through the curation of the Football Heritage Collection and by being recognised within the sport as the national museum for English football. We have a strong social purpose to promote opportunity for all to enjoy football culture and creativity to improve their wellbeing.

The museum has come a long way in the last five years. Thanks to our Football Creates Strategy we were granted Arts Council England (ACE) National Portfolio Organisation (NPO) status in November 2022.

This supports our commitment to engage diverse football communities, rebalancing our collections and exhibitions and to increase representation, particularly amongst women in football. NFM has come through the pandemic strongly, with visitor numbers now achieving pre-pandemic levels and record levels since moving to a charging model in 2019. We have secured a new long-term lease of our iconic premises, and a 12-year grant with Manchester City Council and are close to completing a programme of structural and governance changes to support accountability, sustainability and strategic development.

To further strengthen our governance, we are seeking to recruit additional expertise to our Board of Trustees to support achievement of our charitable objectives, to celebrate diversity and to promote equity in access to – and benefit from – football culture. The Board is responsible for the strategic oversight of the organisation's activities, determining its direction of travel and ensuring compliance with its governance framework.

We are looking for individuals to act as trusted advisors and critical friends to staff and the rest of the Board, bringing support and challenge derived from their broad organisational wisdom as much as from their areas of specialist expertise and their personal experience. Trustees should also be proactive in putting forward the NFM's case as regional and national ambassadors.

We look forward to hearing from you.



**Prof. John Brewer**  
**Chair**



**Tim Desmond**  
**Chief Executive**

# 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



# Theory of Change

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

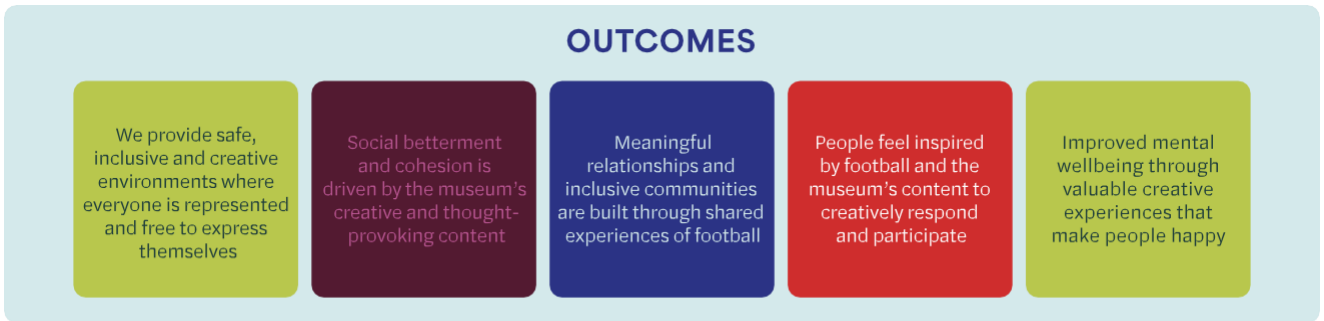
**Wellbeing:** *Feeling good and functioning well. Physical and mental wellbeing, including the way that people feel about themselves and their lives.*

**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.*



## CONTENT CREATION



# Our Impact

**316 k**

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

**36%**

from overseas

**43%**

from rest of UK

## Programmes

3,893

facilitated school visits



3,866

family gallery engagements



1,018

community outreach engagements



29

volunteers delivering 7,230 volunteer hours



33

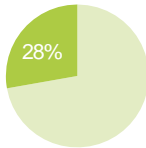
student work experience placements



## Audience Development

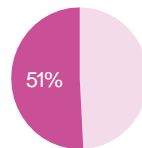
28%

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.

## 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.



## Special Exhibitions

We have an exciting programme of exhibitions, and through our Football Creates Strategy have a strong focus on all aspects of football drawing on both history and the contemporary.



## 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 200 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.

# Our Work 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.

## **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

## **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.



# Governance

## Our Board

Our Board of Trustees meets four times a year, in Manchester or virtually. In early 2022, following a review of the Museum's governance, we recruited recruitment, new Trustees, established a set of sub-committees and developed a Statement of Intent to support the Board's work.

The role of the Board is:

- to be accountable for NFM's strategic direction
- to protect the financial stability of the organisation
- to ensure compliance with governance legislation and strive for best practice
- to safeguard the NFM's reputation and values
- to guide and test the decision-making of the executive leadership

Board members are expected to support the work or sub-committees and all Trustees are expected to play an active role in providing constructive support and challenge to staff and draw on recruitment, specialist expertise to support different aspects of the NFM's work.

In this round of recruitment, we are seeking to replace long-serving Board members, to reinforce the Board's skills and experience, particularly in relation to accounting and finance, and diversify our Board by age (see page 14 for a detailed list).

## Our Team

We have a dedicated and committed team of individuals of 68 staff and over 60 volunteers. The NFM's Senior Leadership Team is composed as follows:

### Tim Desmond – Chief Executive Officer

Tim joined the Museum in November 2017 having previously been Chief Executive of the National Justice Museum. He has over fifteen years' experience in the sector including as a Visiting Professor at Nottingham Trent University and on the boards of East Midlands Museum Service, Museum Development East Midlands, Arts Council England (Midlands) and Experience Nottinghamshire.

### Gabrielle Heffernan – Director of Content

**Olly Hill** – Operations & Visitor Experience Director

**Janine Ross** – Marketing & Communications Director

**Mike Wells** – Finance & Commercial Director

For more information about the Board or staff, please visit: <https://nationalfootballmuseum.com/our-team/>



# Role of Trustees

Trustees will be required to carry out the following duties:

- Provide expertise and insights to NFM as it embarks on any strategic or organisational change
- Support NFM staff in the formulation and delivery of strategic plans
- Hold the NFM executive team and staff to account for its leadership and management of the organisation, monitoring NFM's performance against strategic objectives
- Offer advice and act as a critical friend to NFM staff in areas specific to expertise and generally
- Ensure that the NFM meets its statutory and Charter responsibilities in line with corporate governance best practice
- Ensure NFM is sustainable and financially viable
- Assist the Chair and staff in maintaining and strengthening the NFM's relationships with Manchester City Council, major donors, sponsors and any partnerships
- Support the mission of the NFM in providing equal opportunities for everyone to enjoy football culture in Manchester, nationally, internationally and digitally
- Act as an ambassador for NFM to local and national stakeholders, including Manchester City Council, the Arts Council, current and prospective donors and commercial partners
- Participate in inclusive and constructive discussion in Board meetings Candidates must have the necessary time to devote the effort and enthusiasm required to discharge the role of Trustee effectively.

This is a voluntary position, but reasonably out-of-pocket expenses are paid.

# NFM Board of Trustees

# Our Statement of Intent

The Board of Trustees of the Museum will hold itself to account for the following values and behaviours in its oversight of the Museum, support for the NFM's charitable objectives and connectivity with the organisation's values.

## We will:

- be respectful, open, honest and transparent in our relationships with each other, with the Executive, staff, volunteers and the Museum's stakeholders
- set a positive example, individually and collectively and aspire to be an exemplar for governance in sector
- celebrate and encourage diversity and individuality, seeking out and welcoming new and varied voices and influences
- keep ourselves informed about issues relevant to the Museum, including the culture and identity of the city of Manchester
- make decisions collectively and democratically, by consensus wherever possible
- be progressive and forward-thinking, eager to learn and improve# work to understand the conditions, constraints and aspirations of the Executive and staff
- use our networks and influence to raise the profile of the Museum and support its sustainability
- focus our attention on strategic oversight and our charitable objectives and avoid unnecessary interference in the work of the Executive

## We will avoid:

- cliques, factions or hierarchies within the Board
- assumptions around shared values and visions: we will listen, collaborate and create a shared purpose
- tying up the Executive in onerous and unhelpful governance

## We will align with the museum's values:

- Celebrating
- Unifying
- Exploring
- Evolving
- Enjoying



# Person Specification

NFM is seeking a diverse range of skills derived from a range of occupations and professions and sectors (public and private), and from candidates at different points in their careers. We are also seeking to diversify our board with respect to the characteristics considered on page 15.

We are especially keen to encourage applications from individuals from black and minority ethnic communities, women, the LGBTQI+ community and from people who identify as having a disability.

Following a recent skills assessment of our Board we are particularly interested in application from candidates with the following characteristics, skills, experience or qualifications:

## **A qualified accountant with experience in the charity sector**

Candidates must be able to demonstrate a high level of personal accomplishment alongside experience of successfully fulfilling leadership roles at the highest levels in organisations of comparable scale and/or through public and community service and wider representation.

## **Young people (18 – 30) able to bring a diversity of voices to our Board\***

Training and development will be provided through a national programme funded by the Arts Council England ([further information here](#)).

In addition, candidates will demonstrate many or all of the following:

- Clear demonstrable and evidenced empathy with support for the NFM's mission and ethos with a passion for football and/or culture
- Ability to understand the distinctions between management and governance
- Financial acumen and commercial insight
- Sound independent judgement and political impartiality
- Good interpersonal, communication and teamworking skills
- Ability to act as visible ambassador and advocate for the NFM including confidence in supporting fundraising events and engaging with major partners, donors and supporters
- Entrepreneurial and forward-thinking with the ability to demonstrate creative thinking and a drive for innovation
- Demonstrably committed to diversity, equality and inclusion, alongside a personal commitment to core principles of opportunity, openness, transparency and respect for others

\* This post is advertised with an upper age limit with the legitimate aim, with respect to the Equality Act, of addressing the under-representation of young people on Charity Boards and is deemed to be proportionate, appropriate and necessary.

# Equality, Diversity & Inclusion

There is probably no better subject than football to do this as the game can engage with people who traditionally do not visit museums or choose to work in one.

That is why the NFM's cause is to promote equality through football heritage and our mission is sharing stories about football from the pitch to the community. We actively champion diversity through representation across our exhibitions, collections and programmes in order to enrich and transform our museum and seek to play a key part in this area in culture and sport.

In Aim 1 and 2 of our strategic plan, a shared key outcome is to achieve 50 per cent representation of women's involvement

in football. To do this we are committed to finding ways to develop our collection and our partners to expand this area of diversity.

The concept is multi-faceted in that the NFM want to collect, exhibit and develop activities about the women's game as it grows in popularity. We also want to curate our work from a women's perspective as represented by our team and co-curators, and also source stories from women who work within the Game including the Media and the football business.

This further links back to our vision to reach one million visitors and to do so we need to diversify what we do and how we do it, to reach new audiences.

The characteristics that are protected by the Equality Act 2010 are:

- age
- disability
- gender reassignment
- marriage or civil partnership (in employment only)
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

# How to apply

The Museum is managing the application and selection process directly.

Application is by submission of a full CV and a covering letter of application, addressing your motivation, the job description and person specification, and including suitable daytime and evening telephone contact details.

Please apply by email to

[Recruitment@nationalfootballmuseum.com](mailto:Recruitment@nationalfootballmuseum.com).

Informal conversations can be arranged prior to application for candidates that would like to talk through the role: please direct any such requests to the email address provided.

The deadline for applications is 17:00 on Monday 17 March 2025.

We anticipate holding interviews in late March and an induction process in April, ahead of our next Board of Trustees meeting in early May.

