

# Non-Executive Director Recruitment Pack

March 2025



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# Welcome

Dear Candidate,

Thank you for your interest in becoming a Non-Executive Director (NED) on the Board of the National Football Museum at Urbis (Trading) Ltd (NFMUT).

NFMUT is a wholly-owned trading subsidiary of the National Football Museum, a charity that 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.

The trading company was established in 2011 to support the museum's charitable objectives by generating funds for the charity and enhancing visitors' experience – in person and online – through a retail and commercial offer.

The museum has come a long way in the last five years. Thanks to our Football Creates Strategy the charity was granted Arts Council England (ACE) National Portfolio Organisation (NPO) status in November 2022. In 2024 Trustees approved a *Football Creates* strategy which will shape the museum's development and transformation in the period to 2030, with a focus on the relationship between football and wellbeing.

The charity's finances are healthy. The NFM came through the pandemic strongly, a charging model introduced in 2019 provides a strong financial foundation, enhanced by a 12-year grant from Manchester City Council, and the NFM has secured a new long-term lease of its iconic 'Urbis' premises.

Those premises are central to the ambitious plans that the charity has to transform its retail and commercial offer, with support from NFMUT.

We want to connect the museum's iconic home to the major commercial real estate in Manchester, creating a football-themed commercial space that will:

- attract and engage new audiences
- help us connect football, culture and creativity
- improve wellbeing and
- generate funds for the charity.

We are seeking one or more NEDs to broaden the skills and experience on our trading board to help the NFM achieve this exciting, transformational agenda.

Further information about the NFM's vision and strategy follows, and a Person Specification is provided on page 9.

We look forward to hearing from you.



Sam Patterson  
Chair, NFMUT



Tim Desmond  
Chief Executive

# Football Matters

NFMUT's activities are aligned to the charity's vision: 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

NFMUT supports the charity's strategy: to harness 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



# Group Governance

## NFM Board of Trustees

The NFM is governed by a Board of Trustees meets four times a year. The role of the Board of Trustees 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.

## NFMUT Board of Directors

NFMUT's Board of Directors is appointed by the Board of Trustees and comprised of:

- NFM Trustees
- members of the Museum's Executive
- external representatives (following this round of recruitment).

The role of the Board of Directors is to oversee the activities of the charity's trading subsidiary and ensure that the company meets its statutory and regulatory obligations (see page 7).

## Our Team

The NFM has a dedicated and committed team of individuals of 68 staff and over 60 volunteers.

Note that NFMUT's operations are staffed by NFM staff and volunteers. The company does not have any direct employees.

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 Directors

NFMUT's Non-Executive Directors will be required to carry out the following duties:

- Provide expertise and insights to NFMUT with respect to the health and growth of the company's retail and commercial offer
- Drive the transformation of the NFM's physical and online spaces
- Support NFM staff in the delivery of that transformation
- Hold the executive team and staff to account for its leadership and management of the trading company, monitoring its 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 NFMUT meets its statutory and regulatory obligations
- Ensure that NFMUT is sustainable, profitable and able to make a positive contribution to the charity's finances
- Support the charity's mission by providing equal opportunities for everyone to enjoy football culture in Manchester, nationally, internationally and digitally
- 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 Director effectively.

Non-Executive Directors are required to prepare for and attend four meetings per year. Meetings are generally two hours long and normally held online. Occasional visits to the museum – and ad-hoc additional commitments – will be required.

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

# NFM Board of Trustees

# Statement of Intent

NFMUT's Board of Directors will hold itself to account for the following values and behaviours in its oversight of the trading company, its 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

NFMUT 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 10.

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

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

- **capital investment projects in retail and hospitality**
- **construction project management / quantity surveying**
- **design, development and launch of major mixed use ‘marketplace’ spaces.**

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 and NFMUT 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

NFMUT supports and is fully engaged with the group's approach to equality, diversity and inclusion

# 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 Friday 04 April 2025.

