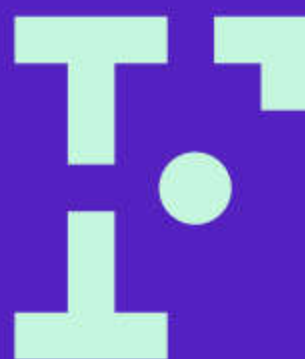


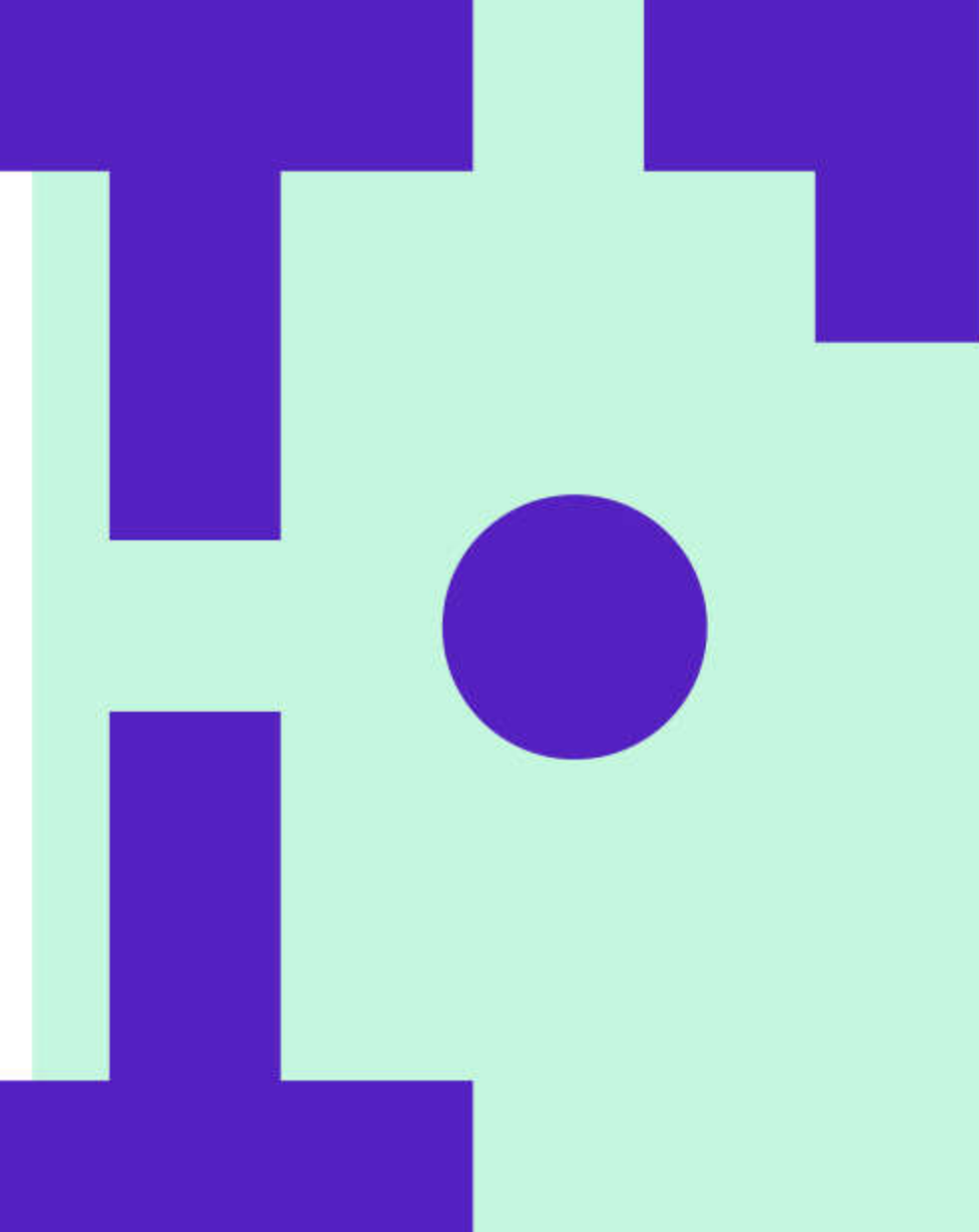
# Trustee Recruitment Pack

FEBRUARY 2026

COMPANY NUMBER: 11535526  
CHARITY NUMBER: 1184825



National  
Football  
Trust



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# A message from the Board

**Thank you for taking the time to find out more about the National Football Trust (the Trust).**

The Trust was created in 2021, to allow football to have more responsibility and involvement in the management of grassroots facilities across England.

Its purpose is to develop a national network of high-quality multi-sport facilities that transform grassroots football and provide a range of physical activity and health & well-being opportunities for the local community. The Trust protects the facility assets and reinvests surplus income back into grassroots football to help make the game more sustainable.

The Trust is currently responsible for managing 18 hubs across England, in Sheffield, Liverpool, Sunderland, Newcastle, Wigan, Dagenham and Derby. But we have big plans to grow and expect to have more than 30 hubs by 2030. We are looking for a new independent trustee to join our Board as the reach and profile of the Trust continues to grow.

We are striving to do everything we can to ensure that our Board is representative of the communities using our facilities, so we strongly encourage people from all walks of life and backgrounds to apply if you meet the criteria.

This recruitment pack has been developed to explain about the Trustee role and how we work with our subsidiary charity Leisure United, so we hope after reading this you take the time to apply.

We look forward to hearing from you.

**James Kendall**

Chair Of The National Football Trust Board





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# Introduction

## Welcome

Thank you for your interest in becoming a Trustee of the National Football Trust (the Trust).

This is a unique opportunity to join the Board of a national charity that has been set up to allow football to have more responsibility and involvement in the management of grassroots facilities.

The Trust is seeking to recruit a skilled individual with a strong commercial focus and a passion for equality, diversity and inclusion, to join as a Trustee on its Board.

For the right individual, you will be joining the Trust at an exciting time as it undergoes a period of significant growth and development.

Through our subsidiary charity, Leisure United, the Trust currently manages 18 football hub facilities located across England which in total boast 52 full-size artificial grass pitches (AGPs), 86 grass pitches and 8 state-of-the-art health and fitness clubs. 7 additional hubs have funding committed and there is a pipeline in development through our national partner, the Football Foundation.

## About the National Football Trust

Created in 2021, the Trust is a registered charity and company limited by guarantee.

Our purpose is to develop a network of high quality, multi-sport facilities that transform grassroots football and provide a range of physical activity and well-being opportunities for the local community. We have a vital role to play in supporting communities that face the most stubborn inequalities to provide the opportunities that local communities need to thrive.

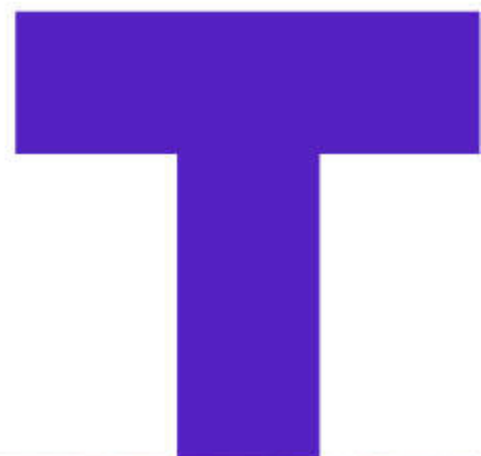
The Trust engages its wholly-owned subsidiary charity, Leisure United to operate the facilities it controls. We share a commitment to re-invest all surplus income back into grassroots football to further our charitable objects and help make the game more sustainable.

## The charity's Trustees

Collectively, the Trustees are ultimately responsible for the management of the charity, performing a dual role as both company directors and legal members.

The charity currently has eight Trustees, comprised of three independent Trustees and five nominated Trustees who are representatives of the stakeholders that collaborated to form the Trust. Each stakeholder can nominate up to one Trustee:

- The Premier League
- The Football Association
- Sport England
- Local Authority associated person
- Leisure United



## Our operator – Leisure United

Leisure United is a Charity and Company Limited by Guarantee. In 2021 it became the wholly owned subsidiary of the Trust and only manages facilities under the Trust's controls.

Leisure United currently employs nearly 300 staff led by a highly experienced senior management team. Leisure United prides itself on the strong relationships it builds in the towns and cities it operates within.

Leisure United and the Trust have a shared commitment to develop grassroots football and enhance local communities through a strong partnership built on trust and shared values. Our two-way partnership with Leisure United is summarized below.

Our joint commitment to each local authority we work with is to re-invest 100% of all surplus revenue generated by their facilities into grassroots football in their area. This helps to maximise the impact of the original capital investment, as well as helping to make the game more sustainable and less reliant on the public sector.

**The partnership between the Trust and Leisure United is designed to support the development of grassroots football by:**

- **Providing High Quality Facilities.**
- **Ensure our hubs are sustainable both financially and environmentally, providing long term facilities for the local community.**
- **Make it easier for communities to be more active within their place.**
- **Ensure we support the growth of women and girls' football within our hubs.**
- **Support England Accredited clubs and professional club foundations to develop a thriving grassroots game and reinvest all surpluses generated back into local football facilities.**



## Our Impact in 25/26

Formed in 2016, Leisure United manages 18 hubs with nearly 300 employees across England and is growing. The success is possible thanks to the Leisure United Team and that's why we create great, friendly working environments that recognise, reward and develop.

To date, all our facilities have been developed by local authorities in partnership with the Football Foundation and other funding agencies and we are extremely proud to be the custodian of their significant investments.

## Striving for more

Our current reach is fantastic but we want to continue to grow our network of hubs to ensure we can positively transform grassroots football facilities and impact more communities across England.

Whilst our purpose will always be anchored in grassroots football, our network of facilities is becoming more diverse to offer a range of other sports and community services.



**2.5 MILLION+**  
**VISITS PER**  
**YEAR**



**114K+**  
**TRAINING SESSIONS**  
**AND MATCHES**  
**HOSTED**



**1,842**  
**TEAMS USING**  
**OUR HUBS**  
**EACH YEARS**



**56%**  
**OF USERS FROM TOP**  
**40% MOST DERPRIVED**  
**COMMUNITIES**



**£11.2M**  
**TURNOVER IN**  
**FY 24-25**



**8.8K+**  
**MEMBERS**  
**ACROSS GYMS**



**600+**  
**GYM CLASSES**  
**PER MONTH**



**65**  
**GRASS PITCHES**



**60**  
**3G PITCHES**



**6%**  
**YEAR ON YEAR**  
**INCREASE IN PEAK**  
**TIME USAGE BY**  
**WOMEN AND GIRLS**

Figures are estimated to be correct at time of issue

## Pipeline

Our pipeline includes Hubs with athletics, netball, tennis, Padel and wheeled sports facilities and two hubs are co-located with primary healthcare facilities.

### SHEFFIELD

- 1 GRAVES
- 2 THORNCLIFFE
- 3 WESTFIELD
- 4 DARNALL

### LIVERPOOL

- 5 JERICHO LANE
- 6 JEFFREY HUMBLE
- 7 HERON ECCLES
- 8 SIMPSON GROUND

### SUNDERLAND

- 9 WASHINGTON
- 10 DOWNHILL
- 11 FORD

### NEWCASTLE

- 12 BLAKELAW
- 13 BULLOCKSTEADS

### WIGAN

- 14 LAITHWAITE PARK
- 15 WILLIAM FOSTERS

### LONDON

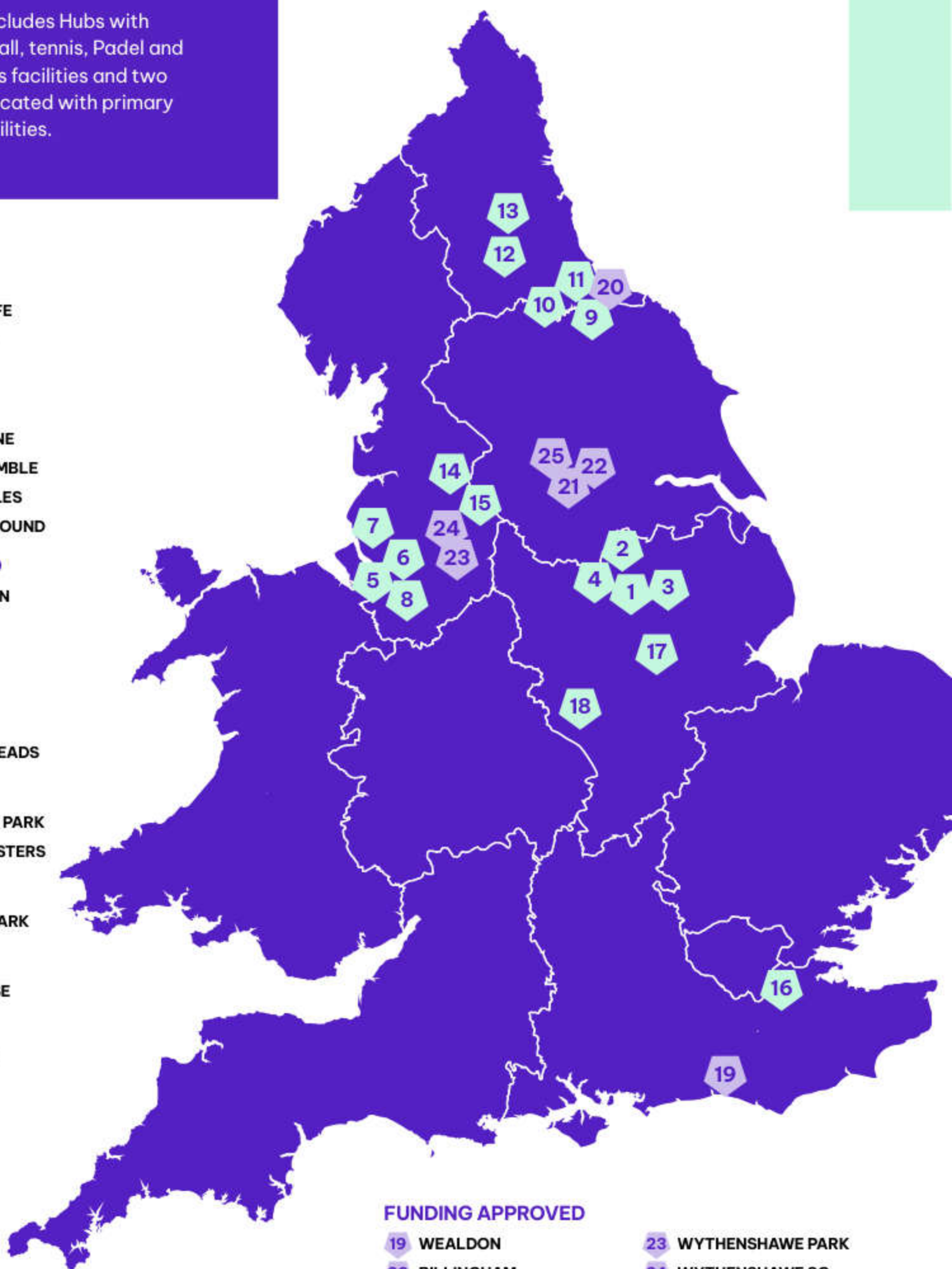
- 16 PARSLOES PARK

### DERBY

- 17 RACECOURSE

### SANDWELL

- 18 FRIAR PARK



### FUNDING APPROVED

- 19 WEALDON
- 20 BILLINGHAM
- 21 GREEN PARK, LEEDS
- 22 WOODHALL, LEEDS
- 23 WYTHENSHAW PARK
- 24 WYTHENSHAW SG
- 25 WYKE, BRADFORD

# Trustee person specification

# The Role



# Trustee Person Specification

## Role title

Independent Trustee

## Responsible to

Chair of the Board

## Remuneration

As a voluntary position, the role is non-remunerated

## Term of appointment

Initial term of three years

## Background

Trustees can contribute to the charity in a range of ways. The Trust's objective is to have a governing Board with different skills, backgrounds, experiences and perspectives that creates a diverse body of knowledge. A background in any of the following would be particularly welcomed:

- Equality, Diversity & Inclusion (EDI)
- Commercial / Executive Leadership: Senior leadership experience (CEO/COO or equivalent) in sectors such as leisure, fitness, sport, health, hospitality, or consumer services – ideally someone who has led organisations through periods of growth.
- Health & Wellbeing: Experience connected to health, wellbeing, or NHS-linked service delivery (e.g., primary care referrals, community health programmes).

## Equality and Diversity Commitment

The Trust is striving to do everything we can to ensure that our Board is representative of the communities using our facilities and is committed to, and value, the principles of diversity, equality and inclusion. We encourage and welcome applications from all, regardless of background and are particularly interested to hear from individuals belonging to under-represented groups including diverse ethnic communities, individuals with a disability and those from the LGBTQI+ community.

## Main Purpose of the Role

As defined by law, the Board of Trustees is ultimately responsible for the governance of the Trust and for directing how it is managed and run.

Accordingly, the Trustees must work collectively to ensure that the Trust operates effectively and efficiently. They must ensure that the property and facilities for which the Trust is custodian are managed appropriately in furthering the charity's aims and objectives, and that the Trust complies with charity law and other relevant legislation.



# Roles and responsibilities of a Trustee

## 1. Maintaining vision, mission and values

The Board of Trustees has a very significant responsibility to ensure that the charity has a clear vision, mission and strategic direction and is focused on achieving these.

Trustees must work in partnership with the Chair to ensure that operational plans and budgets support the vision, mission, and strategy of the Trust and to hold the charity's appointed management operator(s) to account for the delivery of those plans.

## 2. Performance management

Trustees must make sure that the Trust measures its impact and progress towards its strategic objectives. They are required to ensure the facilities the Trust controls are operated effectively, commonly with a requirement to deliver the outcomes set by third party funders.

Trustees have overall responsibility for ensuring its facilities are managed and maintained to a high service standard, and they must regularly examine and scrutinise management operator performance reports.

## 3. Creating policies and guidelines to govern activity

The Board of Trustees must ensure that there is an appropriate governance structure in place for the size and complexity of the Trust. Policies and/or processes must be in place for reporting and decision-making e.g. the Trust's scheme of delegation, and minute-taking.

Trustees should make sure that they are familiar with and maintain compliance with all relevant guidelines.

## 4. Ensuring accountability and compliance

Assuming overall legal and fiduciary responsibility for the Trust's work, including that of its wholly owned subsidiary, Leisure United, and taking care that the charity is complying with its legal, statutory and regulatory responsibilities.

This means becoming familiar with the responsibilities of a charity Trustee and maintaining knowledge of charity law and best practice in charity governance.

## Roles and responsibilities of a Trustee (continued)

### 5. Maintaining proper financial oversight and asset management

Responsibility to ensure that the Trust's financial obligations are met and that there are adequate financial controls in place:

- Ensure that the Trust's resources are managed responsibly so it can meet its charitable purpose. This includes monitoring income and expenditure at a local (site) and consolidated (national) level; approving the annual financial statement, budget, reports and accounts; and seeking to minimise risk appropriately.
- Act prudently in all matters relating to the Trust and always in the charity's interest.
- Ensure that intangible assets such as organisational knowledge and expertise, intellectual property and the Trust's brand, good name and reputation are recognised and safeguarded.

### 6. Risk management

Ensure that major risks to the Trust are identified and reviewed, and that appropriate systems are in place to mitigate or minimise these risks.

### 7. Maintaining effective Board performance

Responsible for ensuring that meetings remain productive and constructive. This includes reading relevant material provided prior to Board meetings and contributing to a high standard of deliberation, consensus-building and decision-making within the Board.

### 8. Participating in events and activities and promoting the Trust and its work

Willingness to undertake activities outside of Board meetings at the request of the Chair. This may include representing the Trust at a facility opening event or giving support to the Trust's appointed management operator on specific issues – such as relationship management with local stakeholders (such as local authorities).

Trustees are also expected to undertake duties as can be reasonably expected to ensure the smooth running and efficiency of the Trust and its Board.

## Personal competencies

**Trustees are expected to demonstrate all of the following personal competencies and the capacity to apply these to the direction of a mid-sized organisation**

- Empathy with the vision, mission and aims of the National Football Trust and a way of working that demonstrates this. Ability to communicate this enthusiasm to others;
- Ability to think and apply knowledge strategically;
- Ability to analyse and evaluate management information and other evidence;
- Ability to communicate clearly and sensitively and to take an active part in discussions;
- Willingness to express their own opinion in a reasoned way, while also listening to the views of others;
- Ability to give praise where earned and positive challenge where necessary;
- Ability to challenge constructively and ask questions appropriately;
- Ability to exercise sound and independent judgement;
- A proven track record of effective, independent, decision making;
- Willingness to work effectively as part of a team that makes collective strategic decisions and to accept collective responsibility for decision making;
- Ability to manage difficult and/or challenging situations;
- Ability to maintain confidentiality on confidential and/or sensitive information; and
- Personal credibility, with an ability to act as an ambassador for the Trust with a variety of stakeholders.

All Trustees are expected to have a working knowledge and a genuine interest in the charitable sector, football and the role sport and leisure facilities can play in bringing communities together. An interest and understanding of the inter-relationships between Sports Governing Bodies in the UK is welcomed, but not essential.



## Skills and Experience

It is desirable for Trustees to have knowledge and understanding of some of the areas listed below, enabling the Board to collectively cover the Trust's operational activity, contribute well-informed views and provide constructive challenge. No single candidate is expected to meet all criteria, and a willingness to work collaboratively as part of a committed and ambitious Board is essential.

The skills and experience relevant to this role include:

**The knowledge, skills and experience in the following list are relevant to the Trust's main areas of activity. They are applied at an operational level by the charity's wholly owned subsidiary, Leisure United, the management operator for the facilities the Trust controls.**

### Leadership

- Experience as a Company Director (commercial, charity, voluntary sector), trustee, partner, or in an appropriate senior management position
- Performance management

### Finance

- Financial management and accounting

### Commercial

- Commercial / business experience
- Corporate Social Responsibility (CSR)

### Strategy

- Community development
- Policy and research
- PR, networking, campaigning
- Social/political environment

### Governance

- Governance and regulation

### Charity Sector and business model

- Equal opportunities and discrimination
- Education and training
- Networks/alliances/partnerships
- Monitoring and evaluation/insight

### Other areas of expertise/ specialism

- Property/ asset management experience
- Legal (charity, company, employment, property, or H&S)
- Safeguarding
- Digital development / IT systems innovation
- Environmental sustainability / climate-aware facility operations
- Marketing

Trustees can contribute to the charity in a range of ways. The Trust's objective is to have a governing Board with different skills, backgrounds, experiences and perspectives that creates a diverse body of knowledge.

# Further information and application process



## Commitment

Trustees must understand and accept the duties, responsibilities and liabilities of being a charity Trustee.

The Board meet four times a year and Trustees are expected to be available for all these meetings. Meetings are held in person, usually at Wembley Stadium in London. As well as these scheduled meetings, other contact – usually by email or telephone – may be necessary in between times.

There must be a willingness from all Trustees to give at least the minimum time commitment required for the role, both during and between Board meetings.

Trustees must always carry out their duties and responsibilities in compliance with Trust policies and legal and statutory guidelines.

## Application process

The Trust has created a Nominations Committee led by the Chair who will manage the process of short-listing, interviewing and recommending a preferred candidate to put to the Board for endorsement.

The Nominations Committee is also responsible for ensuring the process is carried out in an open, fair, and transparent way to ensure that the best possible candidates are identified.

## Additional information

As a voluntary position, the role is non-remunerated; however, Trustees may claim reasonable out-of-pocket expenses incurred as a result of carrying out their role.

## How to apply

Please submit a CV and short covering letter (of no more than 2 sides of A4) explaining why you are interested in becoming a Trustee of the National Football Trust, how you meet the criteria set out in the person specification and the level of commitment you can make in this voluntary role.

Please send this to: [NFT@leisureunited.com](mailto:NFT@leisureunited.com)

## Closing date for applications:

Sunday 22 March 2026.

## Interviews:

Date TBC (in person at Wembley Stadium)

Reasonable adjustment to the interview and application process can also be made for any candidates with a disability, please contact us at: [NFT@leisureunited.com](mailto:NFT@leisureunited.com)



**For further enquires please email:  
NFT@leisureunited.com**

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