

NATIONAL COAL MINING MUSEUM

National Coal Mining Museum Trading Limited Director Application Pack

National Coal Mining Museum Trading Limited
is Registered in England and Wales as a Private
Limited Company No. 5122121. Registered
Office: Caphouse Colliery, Wakefield, West
Yorkshire, WF4 4RH

A Message from the Chair of the Board of Directors



Thank you for your interest in joining the Board of Directors at National Coal Mining Museum for England Trading Limited. We are looking to appoint a number of Directors, including roles which cover 6 individual specialisms.

About National Coal Mining Museum Trading Limited (NCMMT)

NCMMT is a wholly owned subsidiary of National Coal Mining Museum Trust Ltd (NCMME) and was registered as a Private Limited Company on 7 May 2004. NCMMT Limited is not a listed company.

NCMME Trust Ltd is the sole Member of NCMMT Limited.

About the National Coal Mining Museum for England (NCMME)

NCMME is a charity and Museum. Located at Caphouse Colliery near Wakefield, the Museum aims to keep the stories of coal mining alive by collecting and preserving the industry's rich heritage, creating enjoyable and inspiring ways for people of all ages, backgrounds and needs to engage with the story of coal by the provision and maintenance of a Museum both underground and on the surface. The Museum occupies its rightful place as a public asset and one of the UK's most interesting and important mining museums.

NCMME receives funding provided by the Department for Culture, Media and Sport (DCMS) through Science Museum Group (SMG), but also generates a proportion of its own income. However, since Spring 2020, the Museum has, like all museums and galleries, been affected by the Covid-19 pandemic and is currently building back in the aftermath of reduced visitors and income.



The Museum is currently reviewing its Masterplan which is the key to unlocking the potential of the Museum and securing a sustainable future.

The Museum is often seen as a 'free attraction' and the challenge for both the Museum and the trading subsidiary is to create attractive opportunities for visitors to visit, stay, return and contribute financially when on site and online.

2026/27 is expected to be the year when the Conferencing, Catering and Retail offers, delivered through the trading subsidiary, are fully developed in line with the Commercial Strategy approved by NCMMT Limited Board of Directors, generating visitors and related secondary spend.

With this in mind, we are looking for applicants that not only have the right blend of relevant skills and experience to fulfil the role of Director but those who are also genuinely enthused by this unique opportunity.

Further information about the Museum can be found on its website www.ncm.org.uk and the Annual Report & Accounts can be found [HERE](#)

Please take the time to consider this Recruitment Pack. If you welcome a challenge, are inspired by our plans for the future and would like to be a part of the team, I wish you good luck with your application, and we look forward to meeting you.

David Wilkin

Chair of the Board of Directors of NCMMT Limited

If you have any questions about this pack, or need it in an accessible format, then please email recruitment@ncm.org.uk



Commercial Strategy

The trading subsidiary is entering an exciting and transformative phase, with a renewed commercial vision at the heart of the Museum's long-term sustainability. The Commercial Strategy is setting an ambitious direction across hospitality, retail, conferencing and events. The recent café relaunch is central to this, with a clear focus on quality, consistency and customer experience, alongside the development of a more distinctive and commercially focused retail offer designed to better reflect the Museum while increasing spend.

There is a strong focus on growing and diversifying income across key areas. Conferencing is being repositioned through improved facilities and an enhanced catering offer to attract new and repeat business. The commercial events programme is being developed to deliver larger-scale, high-impact events that generate both direct income and increased secondary spend. Filming and photography also represent a significant opportunity, with a more structured and proactive approach being established. Together, these priorities reflect a clear and purposeful direction: to build a more resilient, commercially driven model that maximises the potential of the Museum's unique site and assets.



The Roles

The new Directors will be people who can drive forward the ongoing transformation of the trading subsidiary. The Board of Directors encourage applications from those whose experiences and perspectives are currently under-represented on the Board and with specific commercial skills and expertise in the following areas:

- Digital
- Events
- Filming
- Finance
- Hospitality
- Retail



Time Commitment

The role involves attending five Board meetings per year, typically 1.5 – 2 hours long, and an annual Strategy Day.

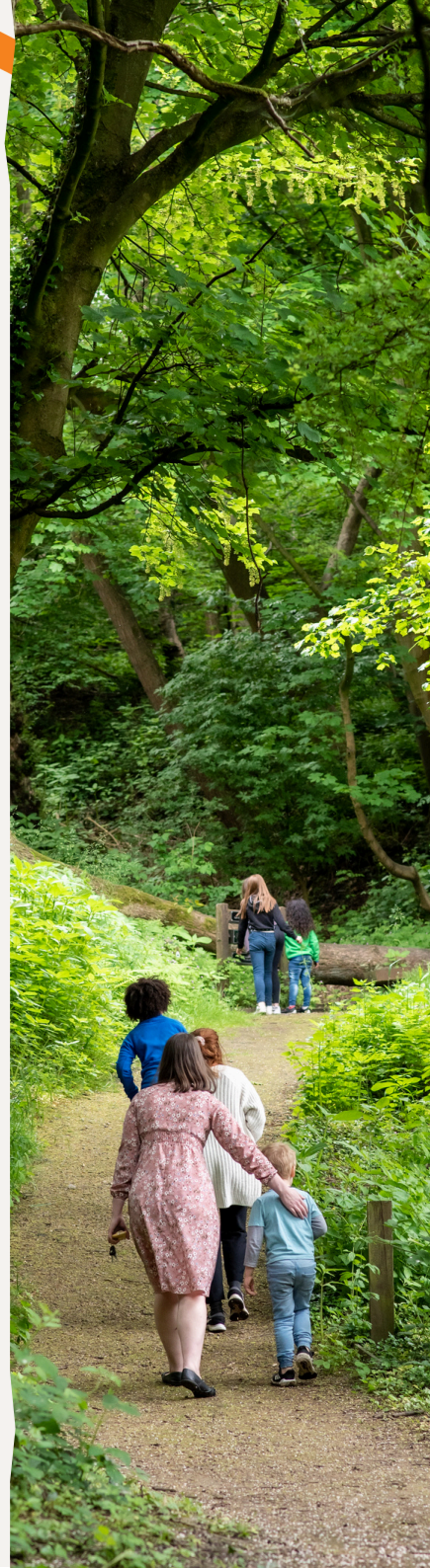
Additional time would be required to study papers and attend events at the Museum (where reasonably practical). From time to time, Directors may be called upon to provide ad hoc advice.

Location

Board meetings are usually held remotely via Zoom. The AGM / Board meeting in October and Strategy Day are usually held at the Museum in Wakefield.

Remuneration

None. This is a voluntary role, however, reasonable travel expenses are paid.



Assessment Criteria

All candidates must meet the following Essential Criteria:

- An understanding of and an enthusiasm for the objectives and work of the National Coal Mining Museum;
- The ability to contribute at Board level regarding current and future initiatives, within the context of the trading subsidiary's Commercial Strategy;
- Excellent communication and ambassadorial skills;
- A commitment to public service and improving opportunities for everyone.

In addition, candidates applying for specialist roles must meet the relevant criteria below:

Hospitality

- Experience within the hospitality sector, either operationally or at a strategic leadership level;
- Strong understanding of delivering high-quality, customer focused food and beverage offers;
- Experience of driving commercial performance, including spend per head, margins and cost control.

Filming

- Experience working within or alongside the film, TV or creative production industries;
- Understanding of location management, filming logistics and commercial frameworks;
- Ability to balance commercial opportunity with operational impact and visitor experience.



Assessment Criteria

Retail

- Experience of commercial leadership and retail innovation, across both physical and digital environments;
- Knowledge of consumer trends, including ethical, sustainable and experience-led retail;
- Strong understanding of buying, merchandising and pricing strategies to drive margin and spend;
- Experience using data and systems to inform decision-making and improve performance.

Finance

- Senior-level financial expertise, ideally within a commercial or mixed-income environment;
- Experience of financial planning, risk management and building sustainable business models;
- Ability to provide strategic oversight and challenge to support long-term financial resilience.

Events

- Experience of developing and delivering commercial events programmes at scale;
- Strong understanding of income generation through ticketing, partnerships and secondary spend;
- Experience creating engaging, high-quality visitor experiences aligned to brand and audience;
- Ability to identify and develop new event opportunities and commercial partnerships.

Audiences & Digital

- Experience of digital transformation and brand positioning;
- Understanding of key developments in AI, social media and digital communication across the not-for-profit sectors;
- Experience establishing CRM systems.

Diversity and Inclusion

NCMMT Limited is dedicated to removing discrimination and promoting equality of opportunity in all its appointments. We actively welcome applications from underrepresented groups, those who have followed non-traditional educational pathways, and individuals from a broad range of ages and backgrounds. This approach ensures the Board reflects a rich diversity of perspectives and represents the communities it serves.

Through this commitment, the Museum seeks to foster an inclusive environment where a wide range of voices can be heard and valued. It also strives to strengthen engagement with all sections of its community, particularly those who have historically been less involved in the Museum's work.



Conflicts of Interest and Due Dilligence

If you have any interests that may be relevant to the work of the Museum, and which could give rise to a real or perceived conflict of interest should you be appointed, we would be grateful if you could outline these in your application. If you are unsure or would like to discuss this in confidence, please feel welcome to contact us.

Similarly, if there are any aspects of your personal or professional history that could potentially be misunderstood, cause embarrassment, or affect public confidence in the appointment, we encourage you to share these openly within your application.

In considering what to include, you may also wish to reflect on any public statements you have made, including via social media. As part of our due diligence process, we may review publicly available information relating to candidates' conduct and professional activities, such as social media, blogs, and other public content.





Key Dates

29 July 2026 – open for applications

31 August 2026 – deadline for applications

1 - 3 September 2026 – shortlisting

7 - 8 September 2026 – interviews

Assessment Panel

David Wilkin, Chair of the Board of Directors

Lynn Dunning, CEO and Board Director

Julie Elliott – Director of Finance, Planning and Performance

Charlotte Mason, Head of Commercial

How to apply

To register your interest in this opportunity, you are asked to submit:

- A copy of your CV
- A statement of interest (no more than two sides of A4) indicating why you are interested and what you are able to bring to National Coal Mining Museum Trading Limited

We can only receive applications electronically. Please e-mail applications to recruitment@ncm.org.uk

Applications need to arrive by 5pm 31 August 2026.

