



National Football Museum

2025- 2026

Members Survey results.

A Prospect report, June 2026.

National Football Museum, Prospect members survey 2025-2026.

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Executive Summary

Prospect members' report reflects a workforce that is committed to its work, its colleagues, and the organisation's purpose. Staff consistently express pride in what they do and a strong sense of responsibility toward delivering for visitors. Alongside this, there is a clear willingness to engage constructively in improving how the organisation works.

At the same time, staff describe increasing pressure arising from organisational changes, workload demands, and how decisions are communicated. The 2025 Reset/Restructure is widely seen as a significant moment. While there is an understanding of the need for change, many report that the process itself lacked clarity and opportunities for meaningful input. Changes to team structures have, in some cases, reduced collaboration and made day-to-day working feel more fragmented.

The recent office move has added to this sense of change. For some, it has affected team cohesion and working relationships, although experiences vary across the organisation. More broadly, these changes have taken place against a backdrop of high workload, which many staff describe as difficult to sustain over time.

Despite this, teams continue to deliver, often through personal commitment and flexibility. However, this has come with increasing reliance on goodwill, including unrecorded overtime. Without clearer progression pathways and recognition, this approach is not seen as viable in the long term.

Turnover in some specialist areas has also had an impact, particularly in terms of continuity and shared knowledge. Recruitment and onboarding demands are placing additional pressure on teams, while perceptions of unclear decision-making and inconsistent communication have affected confidence in how changes are being implemented.

Staff are not short of ideas about what would improve things. There is strong support for clearer communication, more transparent pay and progression structures, and better alignment between organisational values and day-to-day practice.

Development opportunities are valued, but staff need the time and support to make use of them.

Overall, this is not a workforce that is disengaged. It is a workforce that remains invested, but is feeling stretched and, at times, unheard. The findings point to the need for more consistent communication, clearer decision-making processes, and a more sustainable approach to workload and development.

Branch Committee Feedback

“The report’s findings make clear that, in certain areas and departments, standards are not where members expect them to be. However, they also highlight a real opportunity for the branch to take a more coordinated and practical approach to improving working conditions. By working constructively with management and drawing on the experience and insight of members, Prospect can play a central role in shaping meaningful solutions. This is not just about raising concerns, but about taking collective responsibility for driving improvements and creating a working environment where staff feel properly supported and able to do their jobs effectively. The aim is not only to address concerns but to help shape an organisational culture where staff feel valued, supported, and able to thrive.”

Key Themes

Across the report, several consistent points emerge:

- Staff are committed to their work and to each other
- Workloads are high and not seen as sustainable
- Pay and progression lack clarity and consistency
- Recognition is not embedded in day-to-day culture
- Communication and consultation need improvement
- Trust in senior leadership has declined

This is not a picture of disengagement; it is a picture of people feeling stretched. Staff continue to give a lot to the organisation, but many feel that support, clarity, and consistency are not keeping pace.

Addressing single issues in isolation is unlikely to be enough. A more joined-up approach is needed, particularly across communication, workload, governance, and culture.

There is a real opportunity here: to rebuild trust, improve retention, and create an environment where staff can do their jobs well and see a future for themselves in the organisation.

Pay, Benefits, Identity and Communication

Benefits

Staff generally see the benefits package as reasonable and worth having. However, communication about what is available and how to access it could be clearer. Flexibility is also an issue raised by some. While benefits are valued, they do not make up for concerns around pay and progression.

Pay Structure and Fairness

This is one of the strongest areas of concern. Staff highlight a lack of clarity around pay bands, how progression works, and differences between similar roles. The key asks here are not simply higher pay, but a system that is clear, consistent, and fair.

Organisational Identity and Visitors

Staff care deeply about the visitor experience. Frustration arises when decisions appear to prioritise commercial activity over that core purpose. The issue is less about specific choices and more about whether decisions feel aligned with the organisation's stated values.

Environmental Commitments

Environmental work is recognised, but not always visible. Staff feel that better communication in this area would help strengthen their connection to the organisation's wider mission.

Leadership, Trust and Culture

Some of the most direct feedback relates to leadership. There is a clear sense that trust has been weakened.

Staff often describe a gap between the organisation's stated values such as collaboration and transparency and their day-to-day experience. This gap is a key source of frustration and has become a wider cultural issue.

Communication

Communication is seen as a long-standing problem. Staff describe delays, mixed messages, and limited chances to ask questions or give feedback. The 2025 Reset is often mentioned as a clear example of where communication fell short.

Structural and Operational Challenges

Office Move

The office move is also seen as poorly planned. Staff report increased tension, weaker working relationships, and in some cases a sense of isolation.

Some link the move directly to colleagues deciding to leave, suggesting it has had a real impact on morale.

“Poorly communicated with little further detail from NFM about how exactly it will improve our working practises, it was notable that no opportunities for questions were offered at the Staff Day when it was discussed with staff”

Turnover

High turnover, particularly in specialist areas, has affected stability. Staff point to the loss of experienced colleagues and the impact this has on continuity and morale.

Recruitment and onboarding take time and resources, and repeated cycles of this are seen as disruptive.

“It’s been deeply dispiriting to see highly valued and popular members of staff leave at such a high rate”

Decision-Making and Leadership

Staff frequently describe decision-making as top-down. In some cases, major projects have gone ahead without clear briefs, timelines, or budgets.

This creates pressure lower down the organisation, where staff are left to interpret expectations after the change has been announced and implemented. The concern is less about who makes decisions, and more about how clearly and consistently they are made.

“Decisions being made which completely compromise my ability to carry out my role without any consideration given to what our core values should be as a charity/ museum”

Workload and Staffing

Understaffing is a major concern, especially in specialist teams. At the same time, expectations have increased.

Staff describe managing multiple projects alongside their core roles, often working extra hours to keep up. This is widely seen as unsustainable and raises the risk of burnout.

“Massive workload while being on the back foot on large projects due to a stack up of years of programming confusion. The teams are simply too small to perform at pace and at this number of projects”.

Culture and Recognition

Several responses point to staff feeling their expertise is not always respected. Even where managers listen, there is a sense that input is not always acted on.

Recognition is a consistent theme. Many feel their work is not acknowledged enough, which impacts motivation and morale.

“My manager currently listens to my opinions, but I don't feel like they're always valued”.

Development and Progression

Staff want to develop but often struggle to find the time. Workloads make it hard to take up training opportunities, even where funding is available.

Career progression is seen as particularly weak. Many staff feel they would need to leave the organisation to progress.

“The museum also has financial resource for CPD, which is a positive. However, it is difficult to balance business-as-usual workload with finding time to undertake training courses and opportunities, without feeling pressed for time or like something is slipping. There is no real progression pathway within the organisation, I will have to move to another organisation to grow my career in terms of job and pay progression.”

Prospect Branch action plan.

Communication and Consultation

Members said:

“Communication around major changes is often unclear and inconsistent, with limited opportunity for input.”

Branch action:

- Reintroduce regular feedback sessions/opportunities e.g. Q&A section for all staff briefings, staff surveys.
- Push for meaningful and timely consultation with relevant staff, on matters which will impact them.
- Close the feedback loop and valuing staff input and expertise, ensuring that feedback is acknowledged and considered, even if no action is to be taken
- Ensuring greater transparency around decision-making. Making sure teams know the ‘why’ and ‘how’ and well as the ‘what’, on decisions which impact them.
- Improving quality and consistency of comms across the organisation – making sure priorities and aims are aligned, clearly articulated and that actions align with rhetoric.

Pay and Progression

Members said:

“There is a lack of clarity and consistency around pay and progression, along with concerns about recognition.”

Branch action:

- The branch will continue to push for transparent pay bands, defined progression routes, and consistent application across the organisation.
- We will ensure we update members on talks via our newsletter and branch meetings and events.

Workload and Staffing

Members said:

“Workloads are too high and often rely on unpaid overtime, particularly in understaffed teams.”

Branch action:

- The branch will raise this with the employer and meet with members to understand in more detail, which departments are affected and how we can resolve this.
- Address workload and stress at Wellbeing FC meetings.
- Push to align organisational expectations more realistically with staff resource
- Push to make sure that executive decision-making is communicated in a timely and clear way, so that workflows can be managed and planned.
- Push to embed reflection and ‘lessons learnt’ reviews into projects.

Wellbeing

Members said:

“Workload and culture are affecting wellbeing, with some staff working beyond their contracted hours to keep up.”

Branch action:

- Along with working to tackle the root cause of this, the branch will work with Wellbeing FC to hold regular events to help staff wellbeing and morale.
- Push to align organisational expectations more realistically with staff resource
- Push to make sure that executive decision-making is communicated in a timely and clear way, so that workflows can be managed and planned
- Push to embed reflection and ‘lessons learnt’ reviews into projects

Culture and Respect

Members said:

“Some staff feel their expertise is overlooked, and silo working has returned.”

Branch action:

- The branch will aim to hold an event at least every three months. This will be open to all BOH and FOH staff. The aim of this is to create a space for all staff to work together to create better working. In addition, we will meet with the employer to ensure that NFM are providing spaces where meaningful collaboration and understanding are provided.

Development and Line Management

Members said:

“Opportunities for development vary depending on workload and management support.”

Branch action:

- The branch will continue to talk to the employer about this. The branch will also look at training opportunities for all members to develop. In addition, we will ensure that the company promote training across the business and ensure that they reach their training targets. We will also ensure that this is provided to all teams.