

National Justice Museum

Chair of Trustees
Candidate Information
2026

**Trustees
Unlimited**

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Welcome

Thank you for your interest in becoming the next Chair of the National Justice Museum.

After a decade as Chair, I can say with confidence that this is a remarkable organisation with a distinctive purpose and enormous potential. The Museum has a strong sense of place in Nottingham, while its reach and influence are national, through our work with audiences, communities and partners across the country, including in London and Manchester. We bring together our heritage, nationally significant collections, visitor experiences and public legal education to engage people with the role of justice in our lives, in the present, as well as in the past.

I am immensely proud of what we have achieved, but perhaps more importantly, I am excited about what comes next. The Museum is entering an important new phase, with an ambitious agenda to strengthen its financial resilience, grow its audiences and impact, develop new partnerships and make the most of the opportunities ahead. Our different areas of work are wholly connected, and there is real potential to build on those connections and leverage the strengths of the organisation further.

This makes the role of Chair both a significant responsibility and a genuinely exciting challenge. At the heart of our work is our relationship with the public. Our visitor attractions, including the Museum and the City of Caves, provide important platforms through which we engage audiences and bring our wider purpose to life, while also playing a vital role in the financial sustainability of the organisation. Understanding how these elements work together will be central to shaping our future.

Alongside the Chief Executive, staff, volunteers, and a skilled and mutually supportive group of trustees, the next Chair will inherit a strong foundation to take up the new opportunities for growth, impact and sustainability.

We are looking for someone who brings strong leadership, sound judgement, curiosity and the ability to see the bigger picture, someone who can support and challenge constructively, understand how the different parts of the organisation work together to deliver its goals, and be a passionate ambassador for the Museum and its work.

I have enormously enjoyed the opportunity I have had to lead the Board. I hope that, having read this pack, you will be as excited as I am about the opportunity ahead and will want to explore how you might contribute to the next chapter of the National Justice Museum.

With best wishes,

Paul Bowden
Chair of Trustees

Who we are

Our vision is:

‘NJM has a positive influence on people and their relationship with the law.’

Our purpose is:

‘We tell the story of justice through time. We work inclusively and collaboratively with communities, supporting the creation of a fairer and equitable society.’

We empathetically enable people of all ages to extend their understanding of the law and justice system, so they are inspired by their rights and responsibilities to play an active role in society.’

The [National Justice Museum](#) is an independent museum and Public Legal Education provider, delivering education programmes nationally. We use our museum, collections, heritage buildings and visitor experiences to engage audiences and provide opportunities to gain knowledge and understanding of the law and justice system.

Our Museum and Collections

We are based in Nottingham’s Grade II* former Shire Hall and County Gaol, featuring historic courtrooms, a police station, prison spaces and exhibitions exploring the history of justice. We house a nationally significant collection exploring the Criminal Justice System over the last two centuries.

Our collections and heritage are central to our work, providing the stories, objects and spaces that enable us to engage people with the history and contemporary relevance of law and justice. We use these assets creatively across our visitor, learning and engagement programmes.



Our Visitor Attractions

We are also a visitor attraction. Our unique buildings, collections and stories provide opportunities to engage the public and encourage people to consider the role of justice in people's lives, both throughout history and today. Our attractions are key to Nottingham's tourist economy, attracting visitors who spend time in the city and boosting the local economy. In 2026, we were awarded Bronze in the VisitEngland Awards for Excellence, Small Visitor Attraction of the Year category.

We also operate the [City of Caves](#), an extraordinary network of underground caves beneath Nottingham and an attraction central to the economic regeneration of the city within the Broadmarsh site. We are involved in discussions around the future of this site and our part in it. The City of Caves provides another opportunity to engage visitors with Nottingham's history and heritage and is an important part of our overall visitor offer.

Our visitor activities also make an important contribution to the financial sustainability of the wider organisation, alongside income from our other commercial, fundraising and grant activity.

Our Public Legal Education

[Public Legal Education](#) is central to our purpose. We now see around 30,000 young people each year across our programmes. We operate these programmes in our courtrooms in Nottingham, at the Royal Courts of Justice and the Rolls Building in London and across many sites in the North. Through our NJM on Tour programme, we have visited 34 locations across the country over the past 18 months.

Our programmes use authentic spaces, objects, stories and practical activities to help young people understand the law and justice system. We want audiences to feel empowered by knowledge of their rights and responsibilities and to understand how they can play an active role in society.



Our work is rooted in Nottingham but our education reach and ambitions are national. The Museum, our collections, our visitor attractions and our education programmes are not separate parts of what we do; they work together to deliver our purpose and engage different audiences with the same fundamental questions around law, justice and society.

In 2018 we became an Arts Council England National Portfolio Organisation (NPO). This funding is currently in place until April 2028.

We rely on income from several sources. These include ticket sales, retail, corporate events, tenants, fundraising and grants. Maintaining the financial resilience and sustainability of the organisation is a key priority, enabling us to continue to deliver our charitable purpose, care for our nationally significant heritage and develop our reach and impact.

Looking ahead

We are delighted to have secured a £249,983 National Lottery Heritage Fund grant for an exciting heritage project titled **National Justice Museum: Fit for the Future**. This investment enables us to implement key recommendations designed to strengthen our long-term financial resilience and support the continued preservation of our nationally significant heritage.

The project provides an opportunity to build on what we already do well, develop new and enhanced income streams and create a sustainable pipeline of earned income. We are focused on identifying opportunities for growth, making the most of our existing assets and expertise, and ensuring that new opportunities contribute to the long-term sustainability and impact of the organisation.

This is an exciting time for NJM as we look to the future. We have a strong foundation in our heritage, collections, visitor attractions and national education work, and our focus is on building on these strengths, developing new opportunities and extending our reach and impact while remaining true to our purpose and values.

Our Values:

- Innovation that influences people's relationship with the law
- Sustainable in all we do
- Storytelling to engage all our stakeholders, whether that be visitors, users, young people, families and local supporters and communities
- Dynamic in our approach to keep what we do relevant
- Creative in the way we solve problems
- Representative of our communities and the issues they care about

Our Aims:

- Excel as the national leader of Public Legal Education
- Maintain the financial resilience and sustainability of the organisation
- Champion a green agenda and our commitment to environmental sustainability
- Ensure the well-being of our workforce of staff and volunteers
- Use our museum and collections creatively to support our work
- Expand our audience reach and ensure positive and inclusive engagement and representation for all those that engage with us
- Ensure integration, application and engagement with digital technology throughout the organisation

The Role

Remuneration:

No salary is payable, but reasonable out of pocket expenses are reimbursed.

Time commitment:

- Minimum of two days per month, covering Board preparation and meetings, regular 1:1s with the CEO, and engagement with the senior team.
- Four Board meetings each year, held in person in Nottingham, with one coinciding with the AGM. Committee meetings are held online.
- The Chair will also be expected to contribute to ad hoc projects, strategic priorities and key organisational matters as they arise.
- The commitment will ebb and flow throughout the year, depending on the Board calendar and organisational priorities. Any additional time the Chair is able to give would be very welcome, particularly where there are exciting opportunities to get involved and make a difference to NJM's development, profile and partnerships.

We are seeking an outstanding individual to become our next Chair of the Board of Trustees as our current Chair intends to step down in March 2027, after a successful decade leading our board. This is an opportunity to lead the governance of one of the UK's most distinctive cultural organisations, working closely with the Chief Executive and Board to shape the Museum's future. For an overview of the current Board of Trustees, please visit our the [Governance page](#) on our website.

The Chair will provide strategic leadership, champion excellent governance, and act as an influential ambassador with funders, partners, government and the wider cultural sector.

Key responsibilities:

- Provide strategic leadership to the Board and ensure effective governance.
- Build a constructive and supportive relationship with the Chief Executive.
- Guide delivery of the Museum's strategic ambitions and organisational performance.
- Champion inclusion, transparency and effective decision-making.
- Represent and advocate for the Museum nationally.
- Support relationship building, fundraising and strategic partnerships.
- Lead Board development, succession planning and trustee effectiveness.

Candidate Profile

We are looking for an experienced board leader who brings:

- Proven leadership at Board level, ideally as a Chair or senior non-executive.
- Strong governance expertise within the charity, public or commercial sectors.
- Strategic judgement and the ability to support and challenge constructively.
- Excellent relationship-building and influencing skills.
- Credibility with senior stakeholders and external partners.
- A commitment to inclusion and the Museum's charitable purpose.

We are seeking a diverse and inclusive field of candidates who combine strategic leadership, sound governance, emotional intelligence and ambassadorial skills. The successful Chair will be capable of leading an engaged Board while supporting an ambitious executive team through the organisation's next phase of growth and impact.

How to apply

If you are interested in this exciting opportunity, please provide the following with your application:

- An up to date CV with the details of two referees (we will not contact them without your prior permission).
- A supporting statement which outlines how you feel you meet the criteria for the role and your motivations for applying.

All queries and applications will be handled by Trustees Unlimited.

Please send your application for the attention of Melissa Baxter to applications@trustees-unlimited.co.uk with 'NJM' in the subject line.

If you would like to have a confidential discussion about the role, you are welcome to contact Melissa Baxter at Trustees Unlimited on melissa.baxter@trustees-unlimited.co.uk / 07789 985 229.

Key dates:

Closing date for applications: Monday 2nd November 2026

Interviews with National Justice Museum: Week commencing 23rd November 2026

We look forward to receiving your application.