



Head of Commercial



Hello

National Justice Museum is an independent museum and Public Legal Education provider, delivering education programmes nationally. We are based in Nottingham's Grade II\* former Shire Hall/County Gaol, featuring historic courtrooms, a police station and exhibitions exploring the history of justice. We house a nationally significant collection exploring the Criminal Justice System over the last 2 centuries. We empower audiences, providing opportunities to gain knowledge and understanding of the law/justice system.

We also operate the City of Caves, 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.

Our attractions are key to Nottingham's tourist economy, attracting visitors who spend time in the city boosting the local economy. In 2018 we became an Arts Council National Portfolio Organisation (NPO). This funding is currently in place until April 2028.

Our public legal education work is central to our purpose and 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 and through our NJM on Tour programme where we have visited 34 locations across the country over the past 18 months. We now see around 30,000 young people each year across our programmes.

We rely on income from several sources, these include ticket sales, retail, corporate events, tenants, fundraising and grants.

We are delighted to have secured a National Lottery Heritage Fund grant of £249,983 for an exciting heritage project titled **National Justice Museum: Fit for the Future**.

Using money raised by National Lottery players, The National Lottery Heritage Fund supports projects that connect people and communities with the UK's heritage.

**National Justice Museum: Fit for the Future** has been made possible thanks to support from The National Lottery Heritage Fund. Building on the success of the Museum's earlier NJM Reframed project, this investment enables the Museum to implement key recommendations designed to strengthen its long-term financial resilience.



This role has been created as part of that investment. Over the two-year funded period, the postholder will lead the development of new and enhanced income streams, creating a sustainable pipeline of earned income. The aim is for the role to become financially self-sustaining by generating sufficient additional unrestricted income to fund the post beyond the grant period while contributing to the Museum's long-term financial sustainability and continued preservation of its nationally significant heritage.

This is a hugely exciting time to join us as we identify opportunities for growth and establish them. This role plays a key part of our Strategic Leadership team supporting the CEO in delivering the strategy agreed by our Board of Trustees.

A handwritten signature in black ink, appearing to read "Victoria Reeves", enclosed in a thin black rectangular border.

Victoria Reeves, CEO



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.'

All our work and delivery are underpinned by **our values** which are:

- 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

We aim to:

- Excel as the national leader of public law 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



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| Based              | Nottingham, some travel may be required to our other locations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Salary             | £50,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Job title          | Head of Commercial                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Direct Reports     | Head of Marketing and Communications, Hospitality and Events Sales Manager, Visitor Experience Manager, General Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Key relationships  | Strategic Leadership Team, Board of Trustees                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Reports to         | CEO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Contract           | Full time, fixed term for 2 years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Purpose of the job | To lead the Museum's commercial strategy, bringing together visitor experience, admissions, retail, venue hire, marketing and digital channels to create an integrated customer journey, grow audiences and increase sustainable earned income. The role provides strategic leadership for the Museum's commercial portfolio, ensuring income-generating activity supports the long-term sustainability, accessibility and financial resilience of the National Justice Museum and its heritage assets, while working collaboratively with specialist functional leads across the organisation |



## Key responsibilities

### 1. Commercial Strategy & Leadership

- Develop and implement a long term commercial strategy aligned with the organisation's purpose, vision and aims.
- Identify opportunities to strengthen and diversify income streams (physical, digital, brand partnerships, enterprise models).
- Lead annual commercial budgeting, forecasting, and long-term financial planning.
- Develop the Museum's commercial business plan and identify investment priorities to maximise long-term financial sustainability.
- Monitor sector trends and competitor landscape within UK museums and heritage visitor attractions.
- Contribute as a member of the Strategic Leadership Team, supporting organisational strategy, business planning, risk management and cross-organisational decision making.

### 2. Retail & Trading

- Oversee the development of the Museum's retail operation, ensuring the team, systems and product offer maximise commercial performance.
- Drive product development, merchandising strategy, supplier management, and sustainable income generation.
- Ensure retail reflects curatorial narratives and brand identity, matching stock with exhibitions and changing themes to support visitor engagement.

### 3. Admissions, Ticketing & Membership

- Lead the commercial ticketing strategy, including pricing, growth, annual passes and promotional offers.
- Oversee membership propositions, audience development, retention, and CRM performance.
- Lead on Gift Aid, ensuring targets are met and opportunities to harness gift aid are maximised to support organisational sustainability.



#### **4. Events, Hospitality & Venue Hire**

- Collaborate closely with the Hospitality and Events Sales Manager to strategically develop and strengthen the Museum's venue hire and commercial events offer.
- Work with the Hospitality and Events Sales Manager to maximise occupancy, profitability and customer satisfaction while ensuring events complement the Museum's charitable objectives.

#### **5. Digital & Licensing**

- Grow e-commerce, digital ticketing, and paid digital content to better enable public engagement, and access to the museum's collections and learning resources

#### **6. Operational Management**

- Lead and develop cross-functional commercial and visitor experience teams.
- Support the General Manager in overseeing the effective operation, maintenance, repair and development of the Museum's buildings and physical infrastructure.
- Ensure commercial activity complies with financial, procurement, and ethical standards.
- Set KPIs, monitor performance, deliver reports to Executive/Board.
- Provide leadership, coaching and performance management for direct reports, fostering a collaborative, commercially focused culture.

#### **7. Visitor Experience**

- Work with Visitor Services, Marketing, and Curatorial to ensure commercial activity enhances the visitor experience.
- Review and implement efficient working practices within the Visitor Experience team.
- Use data and insights to improve visitor satisfaction, dwell time, spend per head, and repeat engagement to support reinvestment in the Museum's charitable objectives and heritage assets.



## 8. Commercial marketing and audience growth

- Provide strategic commercial direction for the Museum's marketing and communications activity, working closely with the Head of Marketing to ensure campaigns and audience development support commercial objectives, visitor growth and income generation
- Monitor marketing performance against agreed KPIs, using insight and data to evaluate effectiveness and inform commercial decision-making.
- Work in partnership with the Head of Marketing to ensure the Museum's brand, marketing and communications support its position as a leading national heritage, education and cultural visitor destination, while maximising audience reach and commercial opportunities.

### Experience

#### Essential

- Proven senior leadership experience in commercial roles within museums, heritage, charitable attractions, or retail/hospitality.
- Experience developing commercial strategies that balance financial performance with organisational mission.
- Excellent analytical skills with the ability to interpret commercial data and translate insight into action.
- Strong financial acumen: budgeting, forecasting, P&L ownership.
- Experience managing multi-disciplinary teams and external partners.
- Track record of revenue growth and commercial innovation.
- Excellent negotiation skills and understanding of procurement and supplier management.
- Data-driven decision-making and familiarity with CRM, EPOS, and ticketing systems.



## Desirable

- Experience in e-commerce and digital content monetisation.
- Knowledge of charity governance, public funding, and the UK cultural sector.
- Experience working with curatorial, exhibitions, and education teams.

## Competencies

- **Purpose-led innovation:** Develops commercially viable opportunities that support the Museum's charitable purpose and contribute to the preservation of its heritage assets.
- **Strategic thinking:** Creates and communicates a clear long-term commercial vision, translating organisational aims into practical plans and measurable outcomes.
- **Entrepreneurial approach:** Identifies opportunities, tests new ideas and drives initiatives that increase income, reach and organisational resilience.
- **Stakeholder influence:** Builds effective relationships with colleagues, trustees, partners and suppliers, securing support and collaboration across a range of priorities.
- **Leadership and people development:** Leads with clarity and confidence, supporting teams to perform well, develop their skills and work collaboratively.
- **Visitor-centred judgement:** Balances commercial objectives with the Museum's mission, ensuring income-generating activity enhances the visitor experience.
- **Operational excellence:** Ensures activity is delivered efficiently, compliantly and to a consistently high standard, using evidence and insight to improve performance.

## Our benefits

We want our people to enjoy a positive and supportive working experience. As part of our team, you'll benefit from 25 days' annual leave, a NEST pension scheme and hybrid working arrangements that provide flexibility between home and workplace. You'll also have the opportunity to develop your skills, work collaboratively with colleagues and make a meaningful contribution in your role.



## Timeline and application process

If you meet the criteria, please read the information carefully and email your CV and a concise application letter of no more than two A4 sides to [recruitment@nationaljusticemuseum.org.uk](mailto:recruitment@nationaljusticemuseum.org.uk) . Your letter should clearly explain how you meet the person specification. If preferred, you may submit a short film of up to five minutes instead.

As we are currently advertising more than one role, please state clearly which position you are applying for. Applications submitted before 8th September will not be acknowledged until then due to annual leave.

The interview date for this position is set as **5<sup>th</sup> October** because of the availability of the panel.

Closing date for applications is **23<sup>rd</sup> September 5pm**.