

**Registered number: 2866265**  
**Charity number: 1030554**

**NATIONAL JUSTICE MUSEUM**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**NATIONAL JUSTICE MUSEUM**  
**(A company limited by guarantee)**

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**NATIONAL JUSTICE MUSEUM**  
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2025**

<b>Trustees</b>	S Campbell P Bowden, Chair J Spencer His Honour R Chapple C Hastie (resigned 20 June 2024) N Williams J Chapman M Mathews (resigned 20 June 2024) H Emmett K J McNamara C Foster (appointed 20 June 2024) R Holford (appointed 20 June 2024) L Walker-Parr (appointed 20 June 2024) B Yallop (appointed 20 June 2024) Vanessa Shaw (appointed 27 March 2025)
<b>Company registered number</b>	2866265
<b>Charity registered number</b>	1030554
<b>Registered office</b>	Shire Hall High Pavement Nottingham HG1 1HN
<b>Chief executive officer</b>	V Reeves
<b>Independent auditors</b>	PKF Smith Cooper Audit Limited Statutory Auditors 1 Prospect Place Millennium Way Derby DE24 8HG
<b>Bankers</b>	National Westminster Bank plc 16 South Parade Nottingham NG1 2JX
<b>Solicitors</b>	Nelsons Pennine House 8 Stanford Street Nottingham NG1 7BQ

**NATIONAL JUSTICE MUSEUM**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2025**

The Trustees present their annual report together with the audited financial statements of the group and the company The National Justice Museum Limited (“the museum”) for the year 1 April 2024 to 31 March 2025. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the group and the Company qualify as small under section 383 of the Companies Act 2006, the Group strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

**Objectives and activities**

**Our purpose**

**‘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.’ We are a multi-award winning Museum and a leader in public legal learning and education and in developing diverse collaborations and partnerships for our work. Our learning programmes are delivered in our historic courtrooms in Nottingham, the Royal Courts of Justice and the Rolls Building in London, spaces in the North West and under our NJM on Tour programme in courts across the country.

Our museum is based in Nottingham’s former Shire Hall and County Gaol, a Grade II\* listed building featuring a Victorian criminal and civil courtroom, an Edwardian police station and exhibitions exploring the fascinating history of justice, we house historically significant collections of over 40,000 objects that cover the history of the British Criminal Justice System. The City of Caves forms a key part of our offer and here we explore stories of social justice within Nottingham’s largest historic sandstone caves and the country’s only underground medieval tannery. We engage and entertain the public by including them in our unique, interactive performances.

We are an Arts Council National Portfolio Organisation (NPO), with a specific remit to diversify our workforce and programmes. We have established a reputation nationally and regionally for our person-centred creative approach and have established a reputation as an arms open organisation, connecting communities through creative activity and providing services for diverse and not yet engaged groups. We take our museum out to people, engaging with new community partners to co-produce exhibitions and become more accessible to a wider and more diverse range of people and communities.

Our Vision is ‘For everyone - equity and justice through engagement, inspiration, learning, and unforgettable experiences.’

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Objectives and activities (continued)**

**Our values**

We work creatively and equitably with people and communities; our values are to be:

- Inclusive and equitable – we aspire to build a more diverse and representative organisation
- Open and collaborative – we celebrate diversity, creative collaboration and partnership working, we listen to and respect people and we stimulate conversations with our communities, around the role of law, justice and society.
- Ambitious and dynamic – we embrace diverse people and thinking. We challenge ourselves so we develop and deliver excellence.
- Authentic – people learn and access our stories and history through experiencing our unique historic buildings and our museum collections.
- Be here for the future – we take a whole organisation approach to sustainability, ensuring we support people, partnerships and our environmental and economic future.

**Our aims are to:**

- 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

**Achievements and performance**

**Review of activities**

During 2024/25 we have worked to ensure the sustainability of the organisation. With this focus, delivery of our resilience project supported and generously funded by the National Lottery Heritage Fund has been a key commitment and activity. It has allowed us to develop and test new ways of working in particular our new approach to national learning through 'NJM on Tour', as well as ways of growing and enriching our volunteer cohort, enhancing our corporate offer and support staffing in areas of work where we saw growth potential.

We have continued to work as an Arts Council funded organisation via the National Portfolio funding, delivering to their strategy of 'Let's Create.'

During 2024/25 the Trustees began a review of NJM's strategy for continuing delivery and fresh development of its aims over the next five years, with completion and the start of implementation to be in 2025/26

Visitor numbers to NJM's two museum sites were in line with recent years trends and the organisation's planning. The temporary entrance to the caves is still in place and we have continued to actively engage with all key stakeholders around the future planned development.

Our corporate income has been more buoyant during this year, though we have seen different buying patterns emerge as people wait until nearer events to make financial commitments. This does make forecasting more challenging, and we have been careful to not over commit and alter events that are not generating footfall.

**NATIONAL JUSTICE MUSEUM**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Achievements and performance (continued)**

**National Justice Museum Learning**

We inspire children and young people to explore their rights and responsibilities through heritage sites across England. From our base in Nottingham, National Justice Museum Education delivers innovative, inspiring public legal education at law courts and heritage sites in the Midlands, London, and the North. Young people across the country can learn from our programmes about the Justice system through in-court visits, outreach, through our collections and virtual resources.

During 2024-25, Learning numbers were excellent across all areas. Court availability continued to impact capacity in London and the North, and the north outreach offer has been so successful it now delivers 43% of all north numbers. From originally being a way to access courts in the north, the NJM on Tour programme has become truly national, reaching from Barrow to Plymouth, Sunderland to Cardiff. The outreach and On Tour programmes have significantly increased the flexibility and accessibility of the learning offer.

The 2024/2025 total was 28,478.

**Key developments by location:**

**Nottingham**

Numbers attending the core programme grew strongly across the year. Choices and Consequences continued to deliver to high numbers, but this would be the final year of delivery as the Memorandum of Understanding would not be renewed by the Ben Kinsella Trust in June 2025. However, the relationship with the Violence Reduction Partnership has remained strong, and a courtroom workshop, the Nottingham Space, the Trauma space and prison cell remain as NJM's anti-knife crime offer. Relationships with the universities have remained strong, with volunteers, work placements and projects carried out during the year. SEND resources have been developed in Nottingham and their successful trials have led to a national role out.

**London**

Court capacity has remained the same as the previous year, but relationships with RCJ staff organising the courts is extremely positive and supportive. reducing the actual numbers at the RCJ, but sessions at the Rolls Building have increased, as have the number of On Tour weeks. Partnership projects with the Charles Dickens Museum and the University of Law continue, and a new partnership, with the LSE and London Archives is beginning to deliver sessions.

**The North**

Delivery across the north covers the following programmes:

- KS1 and lower KS2 delivery at the Greater Manchester Police Museum (Mondays only)
- KS2 upwards delivery at the Manchester Metropolitan University's moot court (Wednesday and Friday)
- Outreach (KS1,2 and 3) delivered on Tuesdays, Wednesdays and Thursdays across the North
- NJM on Tour events delivered at a growing number of courts across the North, with new additional venues in Cumbria, the North East and Wales.
- Outreach numbers continue to grow strongly, now delivering 43% of all numbers across the north.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Achievements and performance (continued)**

**NJM on Tour**

The On Tour programme has developed significantly, as has the partnership with the DCRJs. The lead DCRJ is very supportive of the programme and NJM is now sending them quarterly reports of numbers attending, court venues, levels of pupil deprivation and the DCRJs and other court staff supporting the programme. The learning manager for the north is the national lead for the collation of figures for On Tour the other learning managers recruit new courts in their regions, deliver the weeks and return the figure to the learning manager to collate.

**Help a Child (The Access Fund)**

Following feedback and consultation, Help a Child has now become the Access Fund. This fund continues to be used to offer a discount to schools that will struggle to raise the funds to visit, enabling NJM to fulfil the ACE Investment Principle 'Inclusivity and relevance', which specifically raises the challenges related to socio-economic background. However, the take up is increasing and we now need to raise more funds to ensure we can continue to offer the Help a Child.

**Creative programme activity**

During this year we continued our work to develop and deepen our audiences through our collections and themes, particularly with audiences who traditionally can't, won't or don't cross the museum's threshold. We achieved this through our successful co-produced exhibition programme as well as developing and nurturing our relationships with creative practitioners locally, nationally and internationally, our Project Lab and Make it Yours programme as well as a training and messaging to ensure that all our team adopted an inclusive approach.

**Exhibitions throughout this year**

We had two key exhibitions in our temporary space during the year. Our international exhibition, Juvenile In Justice, was launched on 10th February 2024 and ran until 3rd November 2024. It highlighted the work of Californian artist and activist, Richard Ross, who has visited over 300 youth detention sites in over 35 American states and has documented the lives of more than 1,000 young people. Working co-productively, we shared images from Richard Ross' collection with Breaking Barriers Building Bridges groups of young people across Nottingham and those detained in Swinfen Hall Young Offenders Institution, who offered their own creative responses and words of compassion and hope. The exhibition was visited by 24685 people in the museum. The celebration event engaged 49 attendees from across our communities and partner organisations.

We held our second Community Call Out photographic exhibition Picture This: Hope exhibition which ran from 18 November 2024 to 16 March 2025, showcasing an impressive 143 photographic entries submitted as part of the Museum's open call competition. The photographs offered deeply personal and diverse interpretations of the theme of "Hope." This included stories of resilience, community, family, nature, and moments of joy—all presenting compelling narratives of optimism and endurance in today's social climate. The exhibition was visited by 7475 people in the museum. In a new development to encourage youth engagement, we launched a Children's Prize category, attracting 24 entries from artists aged 10 to 18. This addition marked an important step in widening participation among younger audiences. The exhibition actively engaged with various communities including the Make It Yours participants, the Young Writers Group, and members of Refugee Roots—many of whom submitted heartfelt photographs addressing the theme of hope. The celebration event was held in the museum, attended by 68 individuals.

On 31st March 2025, we launched the Asking For It exhibition by photographer Jayne Jackson. This provocative and socially urgent photographic series tackled issues of misogyny and victim blaming, particularly in cases involving sexual and gender-based violence. Drawing from historical and contemporary references, each image is styled as a mugshot, depicting victims alongside the reasons they were blamed, such as "wore red" or "swiped right." The exhibition compelled visitors to question societal attitudes and confront long-standing biases.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Achievements and performance (continued)**

**Project Lab**

The project lab, a free friendly space full of representative books, a response area, sound lab and a display which is programmed all year round. Pop up person led activity in the space has proved successful in sharing practice and supporting our team and creative practitioner partners in their professional development. Project Labs within our temporary exhibition space during this period have included Re- Present, Words We Live By, and Cecilia's Story. Over 30,000 visitors viewed these displays.

**Make It Yours' onsite creative workshops**

These are free, experimental and friendly workshops to engage people in 'making the museum theirs', making something extraordinary together whilst shaping or responding to an exhibition. Each one affords opportunities for new perspectives and approaches to the museum collection and themes, from a representative range of creative practitioners commissioned. They are often a first, accessible entry point to new visitors. The underpinning values and approaches are: creativity, togetherness, agency, community, wellbeing, relevance. Between April 2024 and March 2025, we ran 36 workshops and had 375 engagements in these workshops, many of whom were new to the museum.

**Museum offsite creative events**

Our creative and inclusive approach enables us to utilize our collection and themes of the museum and our exhibitions to engage with audiences who traditionally can't, won't or don't cross the threshold of the museum. Events which we supported across the city included Green Hustle, Feel Good Festival, Nottingham Poetry Festival, Refugee Week, Nottinghamshire Pride, NTU Love Culture fair, Reclaim the Night, Wellbeing and Safety Fairs with NTU, and Light Night.

**Rental Income**

Available space within the museum was let on a commercial basis for the year, in 2024/5 the rental income was £115,606.

**Heritage Assets Valuation**

A full valuation was carried out in December 2023 and we have subsequently adopted a review policy which specifies that a sample of higher value items is valued annually.

**Depreciation**

Depreciation of exhibitions capital, as outlined in net incoming/outgoing resources, whilst being recorded in the accounts, has no cash effect and is added back to illustrate the real net income.

**Conclusion**

The deficit at 31/03/25 is £18,9163. Adding back non-cash amounts (depreciation) of £136,325 the charity achieved a surplus of £117,412.

At 31/03/25 the restricted reserves are £1,308,180 and unrestricted reserves are £315,473.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Financial review**

**a. Going concern**

After making appropriate enquiries, the Trustees have a reasonable expectation given past performance and reserves levels that the Charity has adequate resources to continue in operational existence for the foreseeable future as the organisation established a new strategy and focuses on commercial delivery.

For this reason, they continue to adopt the going concern basis in preparing the financial statements.

**b. Reserves policy**

The National Justice Museum requires an appropriate level of reserves in order to operate effectively. The level should have regard to our aims, needs and objectives and the risks we face. It is the intention of the museum to follow the guidance of the Charity Commission to Trustees and the appropriate legislation.

The unrestricted general reserve at 31 March 2025 was £315,473 (2024: £380,482). It is the Trustees' long term objective to build up sufficient reserves to cover 3-6 months of expenditure within five years.

The level of reserves and the reserves policy is overseen by the Finance and Audit Committee reporting to the main Board.

**c. Principal risks and uncertainties**

The Trust operates a Finance and Audit Committee as a sub-committee of the board of Trustees.

Meetings are held quarterly and as part of the tabled agenda a Risks Register for the museum is discussed alongside mitigation strategies.

Risk is measured from 1-5 by likelihood of occurring and impact if it does occur. Red 5 risks are brought to the Board with monitoring reports and discussed by the Trustees.

Principal risks for the trust during 2024/25 were:

- Future development of Broadmarsh affecting the City of Caves
- Long term financial sustainability
- Changes in key staffing

**d. Principal funding**

The Trustees are satisfied that the charitable company's assets attributable to each of its individual funds are available and adequate to fulfil its obligations in relation to those funds. All funding sourced is held in restricted accounts and managed according to the requirements of the grant application and regulations by the funding body.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Structure, governance and management**

**a. Constitution**

The charity is registered as a company limited by guarantee.

The principal object of the company and the group is " the running of a museum of Crime and Punishment known as the "Galleries of Justice Museum" and the provision of a high profile, pro active Public Legal Education programme under the brand name of the "National Centre for Citizenship and the Law (NCCL)". Under its new name of the National Justice Museum the company operates from the principal address which is Shire Hall, High Pavement, Lace Market, Nottingham, NG1 1HN. Since October 2010 the company has , in addition to its Nottingham venue, delivered public legal education activities in London , including at at the Royal Courts of Justice where it has an office and dedicated staff , in Manchester and at numerous other court venues across the country.

We have a trading company which is a wholly owned subsidiary of National Justice Museum Ltd.

**b. Methods of appointment or election of Trustees**

The management of the company and the group is the responsibility of the Trustees who are members and directors of the charity and are appointed under the terms of the Articles of Association.

**c. Organisational structure and decision-making policies**

The Board of Trustees administers the charity. The Board meets quarterly and holds a quarterly general purposes call between board meetings. There are subgroup meetings including that of finance and audit that meets on a quarterly basis. A Chief Executive Officer (CEO) is appointed by the Trustees to manage the day-to-day operations of the charity. The CEO is supported by a senior management team consisting of a Director of Learning, Head of Marketing and Communications, Head of Finance, General Manager and Head of Collections and Research.

**d. Policies adopted for the induction and training of Trustees**

On joining the Board, Trustees take part in an induction programme facilitated by the Chief Executive where they gain an understanding of the operation and the business plan of the charity. As part of their role, Trustees are invited to staff training days as well as charity and museum governance and skills training.

**e. Pay policy for key management personnel**

A staff salary review takes place annually with the Chief Executive assessing the senior management team within their scales through a series of factors including: interest rates, performance, business growth, social outcomes and comparable sector salaries.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Plans for future periods**

We have been successful in applying for a NPO extension year and will be looking to make a further application to the National Lottery Heritage Fund.

Our focus going forward is on ensuring we are fit for the future through an efficient team and focus on commercial activity. We will be looking to embed the learning approach of NJM on Tour as it has demonstrated its success.

We already operate two sub committees of board but will be establishing a third to deliver on our strategy work in conjunction with the Chief Executive.

We continue to maintain relationships with all key stakeholders linked to the City of Caves and the surrounding planned development of the Broadmarsh area.

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Disclosure of information to auditors**

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

This report relates to a year of anticipated complexity and challenge for the organisation, as it has been for many of our contemporaries. It has also been a year of reflection and affirmation by NJM of its aims and the laying of strategic plans for the coming years.

The Trustees record their admiration and gratitude for the effort and dedication of the Chief Executive and the commitment and tireless work of the Museum's senior leadership and all of the Museum's staff and people, across the country, for the Trust and for the many communities it seeks to serve

Approved by order of the members of the board of Trustees on 13/1/2026  
and signed on their behalf by:

Signed by:



B2A1EB29DE4A466...

.....  
**P Bowden**  
Chair of Trustees

**NATIONAL JUSTICE MUSEUM**  
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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NATIONAL JUSTICE MUSEUM**

**Opinion**

We have audited the financial statements of National Justice Museum (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2025 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NATIONAL JUSTICE MUSEUM**  
**(CONTINUED)**

**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent charitable company has not kept sufficient accounting records; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NATIONAL JUSTICE MUSEUM**  
**(CONTINUED)**

**Auditors' responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the Group, Company and industry, we identify the key laws and regulations affecting the Group and Company. We have identified that the principal risk of fraud or non-compliance with laws and regulations related to:

- Management bias in respect of accounting estimates and judgements made;
- Management override of control;
- Posting of unusual journals or transactions.

We focused on those areas that could give rise to a material misstatement in the Group and Company's financial statements. Our procedures included, but were not limited to:

- Enquiry of management and those charged with governance around actual and potential litigation and claims, including instances of non-compliance with laws and regulations and fraud;
- Reviewing minutes of meetings of those charged with governance where available;
- Reviewing legal expenditure in the year to identify instances of non-compliance with laws and regulations and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

It is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report.


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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NATIONAL JUSTICE MUSEUM**  
**(CONTINUED)**

**Use of our report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:

  
21A7E1C413024AC...

**Lucy Robinson**  
**PKF Smith Cooper Audit Limited**  
Statutory Auditors  
1 Prospect Place  
Millennium Way  
Derby  
DE24 8HG

Date: 13/1/2026

PKF Smith Cooper Audit Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

**NATIONAL JUSTICE MUSEUM**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Income from:</b>					
Donations and legacies	2	39,018	143,800	182,818	102,048
Charitable activities	5	1,309,555	95,669	1,405,224	1,456,523
Other trading activities		267,713	-	267,713	241,525
Investments	4	1,960	-	1,960	1,999
Other income	6	561	-	561	3,416
<b>Total income</b>		<b>1,618,807</b>	<b>239,469</b>	<b>1,858,276</b>	<b>1,805,511</b>
<b>Expenditure on:</b>					
Raising funds - other trading activities		180,668	-	180,668	181,323
Charitable activities	7	1,503,148	193,373	1,696,521	1,846,626
<b>Total expenditure</b>		<b>1,683,816</b>	<b>193,373</b>	<b>1,877,189</b>	<b>2,027,949</b>
<b>Net movement in funds</b>		<b>(65,009)</b>	<b>46,096</b>	<b>(18,913)</b>	<b>(222,438)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		380,482	1,262,084	1,642,566	1,865,004
Net movement in funds		(65,009)	46,096	(18,913)	(222,438)
<b>Total funds carried forward</b>		<b>315,473</b>	<b>1,308,180</b>	<b>1,623,653</b>	<b>1,642,566</b>

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 19 to 40 form part of these financial statements.

**NATIONAL JUSTICE MUSEUM**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 2866265**

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 MARCH 2025**

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Intangible assets	13	22,416	35,856
Tangible assets	14	1,376,680	1,307,590
		<u>1,399,096</u>	<u>1,343,446</u>
<b>Current assets</b>			
Stocks	16	11,496	12,265
Debtors	17	272,309	238,000
Cash at bank and in hand		301,452	467,262
		<u>585,257</u>	<u>717,527</u>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	18	(360,700)	(418,407)
<b>Net current assets</b>		<u>224,557</u>	<u>299,120</u>
<b>Total net assets</b>		<u><u>1,623,653</u></u>	<u><u>1,642,566</u></u>
<b>Charity funds</b>			
Restricted funds	19	1,308,180	1,262,084
Unrestricted funds	19	315,473	380,482
<b>Total funds</b>		<u><u>1,623,653</u></u>	<u><u>1,642,566</u></u>

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 13/1/2026  
and signed on their behalf by:

Signed by:

*Paul Bowden*

**P Bowden**

(Chair of Trustees)

The notes on pages 19 to 40 form part of these financial statements.

**NATIONAL JUSTICE MUSEUM**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 2866265**

**COMPANY BALANCE SHEET**  
**AS AT 31 MARCH 2025**

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Intangible assets	13	22,416	35,856
Tangible assets	14	1,376,680	1,307,590
Investments	15	1	1
		<u>1,399,097</u>	<u>1,343,447</u>
<b>Current assets</b>			
Debtors	17	280,777	223,810
Cash at bank and in hand		253,856	449,956
		<u>534,633</u>	<u>673,766</u>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	18	(316,775)	(381,445)
		<u>217,858</u>	<u>292,321</u>
<b>Net current assets</b>		<u>217,858</u>	<u>292,321</u>
<b>Total net assets</b>		<u><u>1,616,955</u></u>	<u><u>1,635,768</u></u>
<b>Charity funds</b>			
Restricted funds	19	1,262,084	1,262,084
Unrestricted funds	19	354,871	373,684
<b>Total funds</b>		<u><u>1,616,955</u></u>	<u><u>1,635,768</u></u>

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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The financial statements were approved and authorised for issue by the Trustees on 13/1/2026  
and signed on their behalf by:

Signed by:

*Paul Bowden*

**P Bowden** 32A1FB29DE4A466...

(Chair of Trustees)

The notes on pages 19 to 40 form part of these financial statements.

**NATIONAL JUSTICE MUSEUM**  
**(A company limited by guarantee)**

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>24,206</b>	<b>(107,714)</b>
	<hr/>	<hr/>
<b>Cash flows from investing activities</b>		
Purchase of tangible and intangible fixed assets	<b>(191,976)</b>	<b>(16,135)</b>
Interest received	<b>1,960</b>	<b>1,999</b>
	<hr/>	<hr/>
<b>Net cash used in investing activities</b>	<b>(190,016)</b>	<b>(14,136)</b>
	<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>	<b>(165,810)</b>	<b>(121,850)</b>
Cash and cash equivalents at the beginning of the year	<b>467,262</b>	<b>589,112</b>
	<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year</b>	<b>301,452</b>	<b>467,262</b>
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 19 to 40 form part of these financial statements

**NATIONAL JUSTICE MUSEUM**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

National Justice Museum meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The financial statements are presented in Sterling which is the functional currency of the Company and are rounded to the nearest £1.

**1.2 Basis of consolidation**

The financial statements consolidate the accounts of National Justice Museum and its subsidiary undertaking ('subsidiary').

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own income and expenditure account.

For the year ended 31 March 2025 the company generated a deficit of £28,227 (2024: Deficit of £214,948).

**Going concern**

The Trustees have reviewed latest management information, budgets and forecast cashflows to 31 December 2026. The Trustees are confident that the Company and Group will have adequate resources to continue in operational existence for the foreseeable future and for a least one year from the date of approval of the financial statements. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

**1.3 Company status**

The company is a company limited by guarantee. The members of the Company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the Company.

**NATIONAL JUSTICE MUSEUM**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**1. Accounting policies (continued)**

**1.4 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**1.5 Income**

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Admission fees and school and education income are recognised when payment has been made. Where payment is made in advance, e.g. in respect of school trips, income recognition is deferred until the visit has been completed.

Rental income is recognised in line with the period of rental provided. Any payments in advance are deferred in the balance sheet.

The company is awarded grants, for which we are not entitled to recognise the income until costs have been defrayed for the purpose the grant was intended. Therefore the recognition of any grants received in advance is usually deferred in the balance sheet.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised and refer to the Trustees' report and note 12 for more information about their contribution.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the Company which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

**1.6 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**NATIONAL JUSTICE MUSEUM**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**1. Accounting policies (continued)**

**1.7 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. Expenditure is categorised under the following headings:

- Costs of raising funds;
- Expenditure on charitable activities; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as a cost against the activity for which expenditure arose.

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management costs. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

Charitable activities are costs incurred by the company in the delivery of its activities undertaken to further the purposes of the company, including support costs and costs relating to the governance of the company apportioned to charitable activities.

**1.8 Intangible assets and amortisation**

Intangible assets costing £500 or more are capitalised and recognised when future economic benefits are probable, and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Website / Software Development - % 5 years

**NATIONAL JUSTICE MUSEUM**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**1. Accounting policies (continued)**

**1.9 Tangible fixed assets and depreciation**

Tangible fixed assets are initially recognised at cost or valuation, net of depreciation and any provision for impairment. Depreciation is not charged on freehold land. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Exhibition assets	- 10% - 20% straight line basis
Leasehold improvements	- 5% - 10% straight line basis
Office equipment	- 20% - 33% straight line basis
Fixtures, fittings and resources	- 10% - 50% straight line basis

**1.10 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

**1.11 Operating leases**

Rentals paid under operating leases are charged to the Consolidated statement of financial activities on a straight-line basis over the lease term.

Rental income under operating leases are charged to the Consolidated statement of financial activities on a straight line basis over the lease term.

**1.12 Stocks**

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

**1.13 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**1.14 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**1.15 Creditors and provisions**

Creditors and provisions are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**NATIONAL JUSTICE MUSEUM**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**1. Accounting policies (continued)**

**1.16 Financial instruments**

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**1.17 Pensions**

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

**1.18 Heritage assets**

The Company holds heritage assets, which are tangible fixed assets of historical, artistic or scientific importance that are held to advance preservation and conservation objectives of the company.

Newly purchased heritage assets will be capitalised at cost, including any incidental expenses of acquisition.

On the inception of FRS 102, those assets acquired in past accounting periods were included in the financial statements, where practicable, at open market value. The majority of assets were donated to the Company.

Where heritage assets were acquired in past accounting periods and not capitalised, it can be difficult or costly to attribute a cost or value to them. In such cases, these assets are excluded from the balance sheet if reliable cost information is not available and conventional valuation approaches lack sufficient reliability or significant costs are involved in the reconstruction or analysis of past accounting records or in valuation, which are onerous compared with the additional benefit derived by users of the accounts in assessing the Trustees' stewardship of the assets.

The very long expected lives of heritage assets, due to their nature, value and need to be protected and preserved means that depreciation is not material and is therefore not provided.

It is the Trust's policy that a whole collection valuation will be undertaken every 3 years. A sample valuation of high value objects will be undertaken annually to assess whether valuation adjustments need to be made. The Head of Collections and Research, who is considered to be suitably qualified, will undertake the valuations of the collections and will seek external advice if deemed necessary.

**1.19 Irrecoverable VAT**

The company is registered for VAT, however due to the mixed nature of the supplies it makes, it has irrecoverable VAT arising due to partial exemption which is included in resources expended.

**NATIONAL JUSTICE MUSEUM**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**1. Accounting policies (continued)**

**1.20 Judgments in applying accounting policies and key sources of estimation uncertainty**

The preparation of the financial statements requires the Trustees to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. The Trustees are of the opinion that there are no key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, except for the valuation of heritage assets.

**Heritage assets** - fair values have been estimated by the Trustees, with reference to previous external independent valuations, on an open market basis.

**2. Income from donations and legacies**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Donations	22,730	143,800	<b>166,530</b>	81,253
Similar incoming resources	16,288	-	<b>16,288</b>	20,795
	<u>39,018</u>	<u>143,800</u>	<u><b>182,818</b></u>	<u>102,048</u>
<i>Total 2024</i>	<u>55,048</u>	<u>47,000</u>	<u>102,048</u>	

**NATIONAL JUSTICE MUSEUM**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**3. Income from trading activities**

The wholly owned subsidiary, National Justice Museum Trading Limited (company number 03476430), is incorporated in the UK and distributes all of its taxable profits to the charity under the gift aid scheme. The company operates the shop and corporate events at the National Justice Museum. The charity owns 100% of the ordinary share capital of the company. A summary of trading results pre distribution to the charity is shown below.

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
<b>Trading income</b>			
Sales	267,713	<b>267,713</b>	241,525
	<hr/>	<hr/>	<hr/>
	267,713	<b>267,713</b>	241,525
<b>Trading expenses</b>			
Opening stock	(12,265)	<b>(12,265)</b>	(9,563)
Closing stock	11,496	<b>11,496</b>	12,265
Direct shop and cafe costs	(27,574)	<b>(27,574)</b>	(32,862)
Direct corporate costs	(68,950)	<b>(68,950)</b>	(62,153)
Administrative expenses	(16,815)	<b>(16,815)</b>	(32,476)
Wages and salaries	(56,705)	<b>(56,705)</b>	(51,695)
Employers NI	(9,078)	<b>(9,078)</b>	(3,870)
Pensions	(777)	<b>(777)</b>	(969)
	<hr/>	<hr/>	<hr/>
	(180,668)	<b>(180,668)</b>	(181,323)
	<hr/>	<hr/>	<hr/>
<b>Net income from trading activities</b>	<b>87,045</b>	<b>87,045</b>	60,202
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**4. Investment income**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Investment income	1,960	<b>1,960</b>	1,999
	<hr/>	<hr/>	<hr/>
<i>Total 2024</i>	<b>1,999</b>	<b>1,999</b>	
	<hr/> <hr/>	<hr/> <hr/>	

**NATIONAL JUSTICE MUSEUM**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**5. Income from charitable activities**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Admission fees	737,955	-	<b>737,955</b>	748,448
Rental Income	115,606	-	<b>115,606</b>	115,425
Schools and education income	211,578	-	<b>211,578</b>	227,800
Foyle Foundation income	-	9,414	<b>9,414</b>	-
National Portfolio Organisations income	244,416	-	<b>244,416</b>	244,416
Esmee Fairbairn income	-	-	-	15,671
Museum Estate and Development Fund – ACE	-	-	-	10,368
Choices and Consequences income	-	-	-	9,875
NHLF reframed income	-	86,255	<b>86,255</b>	84,520
	<u>1,309,555</u>	<u>95,669</u>	<u><b>1,405,224</b></u>	<u>1,456,523</u>
<i>Total 2024</i>	<u>1,335,939</u>	<u>120,584</u>	<u>1,456,523</u>	

**6. Other incoming resources**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Consultancy and other income	561	<b>561</b>	3,416
	<u>3,416</u>	<u>3,416</u>	
<i>Total 2024</i>	<u>3,416</u>	<u>3,416</u>	

**NATIONAL JUSTICE MUSEUM**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**7. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total 2025 £</b>	<i>Total 2024 £</i>
Cost of charitable activities	1,503,148	193,373	<b>1,696,521</b>	1,846,626
<i>Total 2024</i>	1,592,696	253,930	1,846,626	

**8. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2025 £</b>	<b>Support costs 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Cost of charitable activities	909,004	787,517	<b>1,696,521</b>	1,846,626
<i>Total 2024</i>	922,055	924,571	1,846,626	

**Analysis of direct costs**

	<b>Cost of charitable activities 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Staff costs	763,228	<b>763,228</b>	688,302
Marketing	51,271	<b>51,271</b>	56,427
Exhibition	30,582	<b>30,582</b>	59,243
Community	39,115	<b>39,115</b>	69,535
Education and learning	24,808	<b>24,808</b>	48,548
	909,004	<b>909,004</b>	922,055
<i>Total 2024</i>	922,055	922,055	

**NATIONAL JUSTICE MUSEUM**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**8. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Admission fees 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Staff costs	347,708	<b>347,708</b>	327,143
Depreciation and amortisation	136,325	<b>136,325</b>	145,358
Office	181,521	<b>181,521</b>	312,562
Property	121,963	<b>121,963</b>	139,508
	<u>787,517</u>	<u><b>787,517</b></u>	<u>924,571</u>
<i>Total 2024</i>	<u>924,571</u>	<u>924,571</u>	

The total value of legal services donated to the Trust during the year was £22,890 (2024: £2,030).

**9. Auditors' remuneration**

The auditors' remuneration amounts to an auditor fee of £20,975 (2024 - £30,920), and fees for non-audit services of £9,807 (2024 - £1,740).

**10. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 March 2025, expenses totalling £326 were reimbursed or paid directly to 1 Trustee (2024 - £NIL). These related to travel expenses.

**11. Staff costs**

	<b>Group 2025 £</b>	<i>Group 2024 £</i>	<b>Company 2025 £</b>	<i>Company 2024 £</i>
Wages and salaries	<b>1,070,670</b>	979,741	<b>1,008,116</b>	928,046
Social security costs	<b>82,948</b>	72,824	<b>79,719</b>	68,954
Contribution to defined contribution pension schemes	<b>23,878</b>	19,414	<b>23,101</b>	18,445
	<u><b>1,177,496</b></u>	<u>1,071,979</u>	<u><b>1,110,936</b></u>	<u>1,015,445</u>

**NATIONAL JUSTICE MUSEUM**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**11. Staff costs (continued)**

The average number of persons employed by the Company during the year was as follows:

	<b>Group 2025 No.</b>	<i>Group 2024 No.</i>	<b>Company 2025 No.</b>	<i>Company 2024 No.</i>
Employees	<b>73</b>	<i>70</i>	<b>73</b>	<i>70</i>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	<b>Group 2025 No.</b>	<i>Group 2024 No.</i>
In the band £70,001 - £80,000	<b>1</b>	<i>1</i>

The total amount of employee benefits received by key management personnel is £324,028 (2024: £331,443).

The number of hours of time donated by general volunteers during the year is approximately 1,061 hours (2024: 1,247 hours). This has an approximate value of £12,955 (2024: £15,024) to the charity.

**12. Taxation**

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

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**13. Intangible assets**

**Group and Company**

	<b>Website / Software Development £</b>
<b>Cost</b>	
At 1 April 2024	67,248
At 31 March 2025	<u>67,248</u>
<b>Amortisation</b>	
At 1 April 2024	31,392
Charge for the year	13,440
At 31 March 2025	<u>44,832</u>
<b>Net book value</b>	
At 31 March 2025	<u><u>22,416</u></u>
<i>At 31 March 2024</i>	<u><u>35,856</u></u>

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**14. Tangible fixed assets**

**Group**

	Exhibition assets £	Leasehold improvements £	Office equipment £	Fixtures, fittings and resources £	Heritage assets £	Total £
<b>Cost or valuation</b>						
At 1 April 2024	1,697,592	1,557,914	452,594	87,559	726,037	4,521,696
Additions	-	-	-	1,176	190,800	191,976
At 31 March 2025	<u>1,697,592</u>	<u>1,557,914</u>	<u>452,594</u>	<u>88,735</u>	<u>916,837</u>	<u>4,713,672</u>
<b>Depreciation</b>						
At 1 April 2024	1,600,649	1,123,890	422,603	66,964	-	3,214,106
Charge for the year	28,021	74,590	14,968	5,307	-	122,886
At 31 March 2025	<u>1,628,670</u>	<u>1,198,480</u>	<u>437,571</u>	<u>72,271</u>	<u>-</u>	<u>3,336,992</u>
<b>Net book value</b>						
At 31 March 2025	<u><u>68,922</u></u>	<u><u>359,434</u></u>	<u><u>15,023</u></u>	<u><u>16,464</u></u>	<u><u>916,837</u></u>	<u><u>1,376,680</u></u>
At 31 March 2024	<u><u>96,943</u></u>	<u><u>434,024</u></u>	<u><u>29,991</u></u>	<u><u>20,595</u></u>	<u><u>726,037</u></u>	<u><u>1,307,590</u></u>

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**14. Tangible fixed assets (continued)**

**Company**

	Exhibition assets £	Leasehold improvements £	Office equipment £	Fixtures, fittings and resources £	Heritage assets £	Total £
<b>Cost or valuation</b>						
At 1 April 2024	1,697,592	1,557,914	428,156	87,559	726,037	4,497,258
Additions	-	-	-	1,176	190,800	191,976
At 31 March 2025	<u>1,697,592</u>	<u>1,557,914</u>	<u>428,156</u>	<u>88,735</u>	<u>916,837</u>	<u>4,689,234</u>
<b>Depreciation</b>						
At 1 April 2024	1,600,649	1,123,890	398,165	66,964	-	3,189,668
Charge for the year	28,021	74,590	14,968	5,307	-	122,886
At 31 March 2025	<u>1,628,670</u>	<u>1,198,480</u>	<u>413,133</u>	<u>72,271</u>	<u>-</u>	<u>3,312,554</u>
<b>Net book value</b>						
At 31 March 2025	<u><u>68,922</u></u>	<u><u>359,434</u></u>	<u><u>15,023</u></u>	<u><u>16,464</u></u>	<u><u>916,837</u></u>	<u><u>1,376,680</u></u>
At 31 March 2024	<u><u>96,943</u></u>	<u><u>434,024</u></u>	<u><u>29,991</u></u>	<u><u>20,595</u></u>	<u><u>726,037</u></u>	<u><u>1,307,590</u></u>

Heritage assets held are historical, scientific and artistic artifacts. The full portfolio was subject to an independent, professional valuation by Mellors and Kirk Fine Art Auctioneers and Valuers (M&K), in November 2010. The assets were valued on an open market basis.

Subsequent valuations by M&K were undertaken in June 2019 and November 2023, with M&K revaluing the higher value items in the portfolio, giving a valuation of £258,600 in November 2023. The remaining portfolio was valued at £658,237 in March 2025 by the Museum's Senior Curator and Archivist on an open market basis.

The Trustees believe the carrying value of £916,837 represents the open market value as at 31 March 2025.

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**15. Fixed asset investment**

<b>Company</b>	<b>Investments in subsidiary companies £</b>
<b>Cost</b>	
At 1 April 2024	1
At 31 March 2025	<u>1</u>
<b>Net book value</b>	
At 31 March 2025	1
At 31 March 2024	<u>1</u>

The following was a subsidiary undertaking of the Company:

<b>Name</b>	<b>Company number</b>	<b>Class of shares</b>	<b>Holding</b>	<b>Included in consolidation</b>
National Justice Museum Trading Limited	03476430	Equity share capital	100%	Yes

The financial results of the subsidiary for the year were:

<b>Name</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Profit/(Loss) £</b>	<b>Net assets £</b>
National Justice Museum Trading Limited	267,713	(127,178)	87,045	93,844

**16. Stocks**

	<b>Group 2025 £</b>	<b>Group 2024 £</b>
Shop and corporate stock	<u>11,496</u>	<u>12,265</u>

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**17. Debtors**

	<b>Group 2025 £</b>	<i>Group 2024 £</i>	<b>Company 2025 £</b>	<i>Company 2024 £</i>
<b>Due within one year</b>				
Trade debtors	<b>107,376</b>	44,982	<b>86,228</b>	26,731
Amounts owed by group undertakings	-	-	<b>30,314</b>	4,759
Other debtors	<b>21,803</b>	25,629	<b>21,105</b>	24,931
Prepayments and accrued income	<b>143,130</b>	167,389	<b>143,130</b>	167,389
	<b>272,309</b>	238,000	<b>280,777</b>	223,810

Trade debtors are stated after recognition of a provision totalling £74,579 (2024: £77,585).

Amounts owed by group undertakings to the Company are unsecured, interest free and repayable on demand.

**18. Creditors: Amounts falling due within one year**

	<b>Group 2025 £</b>	<i>Group 2024 £</i>	<b>Company 2025 £</b>	<i>Company 2024 £</i>
Trade creditors	<b>158,750</b>	186,328	<b>148,288</b>	177,677
Other taxation and social security	<b>30,125</b>	26,875	<b>23,960</b>	26,228
Other creditors	<b>9,878</b>	10,015	<b>9,878</b>	10,015
Accruals and deferred income	<b>161,947</b>	195,189	<b>134,649</b>	167,525
	<b>360,700</b>	418,407	<b>316,775</b>	381,445

Amounts owed to group undertakings by the Company are unsecured, interest free and repayable on demand.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**19. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
<b>Unrestricted funds</b>					
General Funds - all funds	245,403	1,106,678	(1,300,944)	90,567	141,704
Designated fund - NPO	124,179	244,416	(201,525)	-	167,070
ACE CRF Grant	4,101	-	(679)	(3,422)	-
Reserves	6,799	267,713	(180,668)	(87,145)	6,699
	<u>380,482</u>	<u>1,618,807</u>	<u>(1,683,816)</u>	<u>-</u>	<u>315,473</u>
<b>Restricted funds</b>					
Heritage Assets	726,037	-	-	190,800	916,837
HAC	5,258	-	-	-	5,258
HLF project	159,800	-	(47,659)	-	112,141
Biffa project	28,171	-	(6,900)	-	21,271
Choices and Consequences project	4,393	9,414	(13,807)	-	-
Art Fund Grant	7,592	-	(5,556)	-	2,036
Esmee Funding	390	-	(53)	-	337
Foyle Foundation	32,083	-	(2,150)	-	29,933
Museum Estate and Development Fund – ACE	249,862	-	(29,645)	-	220,217
National Lottery Heritage fund - Reframed	1,498	86,255	(87,603)	-	150
Standing in this place	47,000	143,800	-	(190,800)	-
	<u>1,262,084</u>	<u>239,469</u>	<u>(193,373)</u>	<u>-</u>	<u>1,308,180</u>
<b>Total of funds</b>	<u><u>1,642,566</u></u>	<u><u>1,858,276</u></u>	<u><u>(1,877,189)</u></u>	<u><u>-</u></u>	<u><u>1,623,653</u></u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**19. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 April 2023</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>Balance at 31 March 2024</i>
	£	£	£	£	£
<b>Unrestricted funds</b>					
General Funds - all funds	365,009	1,151,986	(1,339,284)	67,692	245,403
Designated Fund - NPO	136,624	244,416	(249,384)	(7,477)	124,179
ACE CRF Grant	8,129	-	(4,028)	-	4,101
Reserves - subsidiary	14,289	241,525	(181,323)	(67,692)	6,799
	<u>524,051</u>	<u>1,637,927</u>	<u>(1,774,019)</u>	<u>(7,477)</u>	<u>380,482</u>
<b>Restricted funds</b>					
Heritage Assets	726,037	-	-	-	726,037
HAC	32,801	150	(27,693)	-	5,258
HLF Project	213,398	-	(53,598)	-	159,800
Biffa Project	35,071	-	(6,900)	-	28,171
Choices and Consequences Project	6,727	9,875	(12,209)	-	4,393
Art Fund Grant	16,028	-	(8,436)	-	7,592
Esmee Funding	442	15,671	(23,200)	7,477	390
Foyle Foundation	33,833	-	(1,750)	-	32,083
Museum Estate and Development Fund - ACE	276,616	10,368	(37,122)	-	249,862
National Lottery Heritage Fund - Reframed	-	84,520	(83,022)	-	1,498
Standing in this Place	-	47,000	-	-	47,000
	<u>1,340,953</u>	<u>167,584</u>	<u>(253,930)</u>	<u>7,477</u>	<u>1,262,084</u>
<b>Total of funds</b>	<u><u>1,865,004</u></u>	<u><u>1,805,511</u></u>	<u><u>(2,027,949)</u></u>	<u><u>-</u></u>	<u><u>1,642,566</u></u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**20. Summary of funds**

**Summary of funds - current year**

	<b>Balance at 1 April 2024 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfers in/out £</b>	<b>Balance at 31 March 2025 £</b>
General funds	380,482	1,618,807	(1,683,816)	-	315,473
Restricted funds	1,262,084	239,469	(193,373)	-	1,308,180
	<b>1,642,566</b>	<b>1,858,276</b>	<b>(1,877,189)</b>	<b>-</b>	<b>1,623,653</b>

**Summary of funds - prior year**

	<i>Balance at 1 April 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2024 £</i>
General funds	524,051	1,637,927	(1,774,019)	(7,477)	380,482
Restricted funds	1,340,953	167,584	(253,930)	7,477	1,262,084
	<b>1,865,004</b>	<b>1,805,511</b>	<b>(2,027,949)</b>	<b>-</b>	<b>1,642,566</b>

Heritage assets represent the open market value of heritage assets held within the museum.

HAC fund represents donations made to the charity in respect of the crime and punishment education of children.

HLF project represents the restricted funding received in respect of the grant for the Justice; Past, Present and Future, Nottingham project and emergency funding received during the pandemic.

The Biffa project represents funding received in respect of a new exhibition located in the Museum's Edwardian Police Station, that tells the story of the Home Office's pathologist Sir Bernard Spilsbury's life and lasting contribution to forensic science.

Choices and Consequences – an ongoing partnership with the Ben Kinsella Trust has brought 'Choices and Consequences' to the NJM. Installed in the police station, this interactive series of workshops delivers an anti knife crime message to young people aged 10 – 14. The school sessions were fully launched in September 2019.

Art Fund - Connecting for the Future enabled us to install wifi throughout the National Justice Museum and create a general visitor and family tour of the building for the museum website. The total grant awarded was £35,000.

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ACE CRF - We were awarded a grant of £122,000 from the Arts Council England Culture Recovery Fund to support wages and overhead costs during the period April 2021 – June 2021.

Esmee - In February 2020 we were awarded a total amount of £120,000 from the Esmée Fairbairn Collections Fund, for a three year project (£40,000 per year) titled 'Ingenuity, Creativity and Hope' where the aim is to generously share historic objects crafted by people in prison as a creative stimulus for rehabilitative activity and response. The legacy of this project has continued into 23/24.

Foyle Foundation - The Foyle Foundation awarded a grant of £35,000 in July 2021 to support the cost of replacing the lift in the Museum. The lift was fully operational in August 2022.

Museum Estate and Development Fund - MEND project work commenced in June 2022 including roofworks, boiler replacement, heritage maintenance and conservation works and fire alarm system replacement. These works were completed by November 2022 and a number of technical visits were made to site as part of the project to ensure that all operations were running in line with the contracted terms.

National Lottery Heritage fund - Reframed – we were awarded £249,000 in May 2023 for a resilience project will run until June 2025. This is for a number of projects to test out new ideas and income streams to assist the charity in building a sustainable future.

Standing in this place, a new bronze statue was commissioned by NJM at a cost of £190,800, to be paid for by external funders.

**21. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>
Tangible fixed assets	101,821	1,274,859	<b>1,376,680</b>
Intangible fixed assets	22,416	-	<b>22,416</b>
Current assets	497,761	87,496	<b>585,257</b>
Creditors due within one year	(297,111)	(63,589)	<b>(360,700)</b>
Difference	(9,414)	9,414	-
<b>Total</b>	<b>315,473</b>	<b>1,308,180</b>	<b>1,623,653</b>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**21. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2024 £</i>	<i>Restricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Tangible fixed assets	99,383	1,208,207	1,307,590
Intangible fixed assets	35,856	-	35,856
Current assets	612,952	104,575	717,527
Creditors due within one year	(367,709)	(50,698)	(418,407)
<b>Total</b>	<u><u>380,482</u></u>	<u><u>1,262,084</u></u>	<u><u>1,642,566</u></u>

**22. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>Group 2025 £</b>	<b>Group 2024 £</b>
Net expenditure for the year (as per Statement of Financial Activities)	<b>(18,913)</b>	<b>(222,438)</b>
<b>Adjustments for:</b>		
Depreciation charges	<b>122,886</b>	131,918
Amortisation charges	<b>13,440</b>	13,440
Decrease/(increase) in stocks	<b>769</b>	(2,702)
Increase in debtors	<b>(31,028)</b>	(125,961)
Increase/(decrease) in creditors	<b>(60,988)</b>	100,028
Interest received	<b>(1,960)</b>	(1,999)
<b>Net cash provided by/(used in) operating activities</b>	<u><u><b>24,206</b></u></u>	<u><u><b>(107,714)</b></u></u>

**23. Analysis of cash and cash equivalents**

	<b>Group 2025 £</b>	<b>Group 2024 £</b>
Cash in hand	<u><u><b>301,452</b></u></u>	<u><u><b>467,262</b></u></u>

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**24. Analysis of changes in net debt**

	At 1 April 2024	Cash flows	At 31 March 2025
	£	£	£
Cash at bank and in hand	467,262	(165,810)	301,452
	<u>467,262</u>	<u>(165,810)</u>	<u>301,452</u>

**25. Pension commitments**

The Group and Company operate a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £23,878 (2024 - £19,414). Contributions totaling £4,653 (2024 - £4,589) were payable to the fund at the balance sheet date.

**26. Operating lease commitments**

At 31 March 2025 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>Group</b> <b>2025</b>	<i>Group</i> <i>2024</i>	<b>Company</b> <b>2025</b>	<i>Company</i> <i>2024</i>
	£	£	£	£
Not later than 1 year	3,252	3,483	3,252	3,483
Later than 1 year and not later than 5 years	4,065	7,317	4,065	7,317
	<u>7,317</u>	<u>10,800</u>	<u>7,317</u>	<u>10,800</u>

**27. Related party transactions**

The Group has taken advantage of the exemption under S.33 1A of FRS 102 from disclosing transactions entered into between two or more members of the group as the subsidiary is fully owned.

There is a total of expenses to key management personal of £685 (2024: £Nil) of which £43 is still outstanding (2024: £Nil)

**28. Controlling party**

National Justice Museum is a company limited by guarantee and accordingly does not have share capital.

Every member of the charitable Company undertakes to contribute such amount as may be required not exceeding £1 to the assets of the charitable Company in the event of it being wound up while he or she is a member, or within one year after he or she ceases to be a member.

There is no ultimate controlling party of the charitable Company.

