



BOW STREET MUSEUM OF CRIME & JUSTICE

BOW STREET POLICE MUSEUM

OPERATING AS

BOW STREET MUSEUM OF CRIME AND JUSTICE

Charity registration number 1191955

Company registration number CE 023071 (England and Wales)

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2025

Bow Street is famous for its historical role in law enforcement and for the early Bow Street Patrols and Runners, London's first official law enforcement service, along with the Metropolitan Police officers who walked the streets of Covent Garden in their footsteps. The Bow Street Museum of Crime and Justice, located on the site of the 1881 Bow Street Magistrates' Court and Police Station, is filled with rich stories of investigations, arrests and justice being served, from the earliest watchmen who tackled crime with nothing more than a lantern and a staff, to the Magistrates Court presiding over cases of international renown.

TRUSTEE'S REPORT
FOR THE YEAR ENDED 30th SEPTEMBER 2025

LEGAL AND ADMINISTRATIVE DETAILS

Registered Charity number 1191955

Company Number CE 023071

Registered Office Bow Street Museum of Crime and Justice
28 Bow Street
London
WC2E 7AW

Trustees

Teresa Gibson (Chair)
Chris Gilbert (Treasurer)
Katharine Alston (Retired 10/04/25)
Leonora Baird-Smith
Phillip Gough
Louise Hyams
Jenny Ruddock
Aileen Brennan (Retired 31/08/25)
Nikki Elvin
Caan Walls

Museum Director
Simon Tansley

Subsidiary Company
BSPM Trading Subsidiary Limited. Company number 13118194 (Dormant)

Independent Examiner
Mr P W Lamb FCA
Allen Sykes
5 Henson Close
South Church Enterprise Park
Bishop Auckland, DL14 6WA

Bankers
NatWest Bank, City of London Office
PO Box 12258, 1 Princes Street
London, EC2R 8BP

TRUSTEE'S REPORT
FOR THE YEAR ENDED 30th SEPTEMBER 2025

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"A Hidden Gem – I really enjoyed my second visit to this interesting museum. I went on the Stages & Cells... walking tour which included entry to the Museum. The tour was very interesting, well-paced with engaging storytelling. The museum is small but designed in a way which shares a lot of information and interest without feeling crowded. The building itself is part of the experience; the toilet is a repurposed old cell and worth a visit itself! Would definitely recommend"

Visitor review from Trip Advisor

TRUSTEE'S REPORT

FOR THE YEAR ENDED 30th SEPTEMBER 2025

CHAIR'S STATEMENT 2025

Looking back over our fourth year, what stands out is the incredible passion and energy in our team. Together we preserve the important 300-year history of policing and justice in London, and together we share the fascinating stories and lived experience that shows how the past impacts our lives today. Seeing this commitment result in a significant growth in visitor numbers (+18%) is deeply rewarding.

It was a year of significant change for us. Our public-facing name became the *Bow Street Museum of Crime and Justice* to better reflect the breadth and depth of our history and stories, emphasising us as an independent museum with a broad remit. We also staged our first temporary exhibition, exploring fascinating stories associated with the suffragettes, many of whom found themselves dealing with the police and magistrates of Bow Street. We are grateful to the UK Parliament for lending us their life-size Lego model of a suffragette, and to Westminster council for their financial support of our associated family programme. Thanks also to historian and broadcaster Lucy Worsley, who kindly filmed a message for us to post on social media to promote the exhibition.

We also spent the year developing our flagship project *Echoes from the Dock*, built around the restoration and interpretation of our most important artifact, Dock No. 2 from Bow Street Magistrates' Court. During 2025 we worked up proposals, identified potential partners, explored conservation options and prepared a bid to the National Lottery Heritage Fund. I am delighted to say that, subsequent to the year end, the bid was successful and we have been granted £118,428. The dock provides an excellent physical and metaphorical platform from which to tell and contextualise the human stories of those brought to justice at the renowned (and once feared!) Bow Street Magistrates' Court, including what we might now consider *injustices*. Stories and experience from the past will be a springboard from which to look at justice and morality, past, present and future, and we will be working with community partners to bring this project to life over the coming year.

2025 was also a year of partnerships, and we were grateful to the Oscar Wilde society for their support as we developed *Echoes from the Dock*, and to the Royal Ballet and Opera with whom we jointly deliver the highly successful, *Stage and Cells* walking tour. In partnership with Herstorical Tours we delivered a fascinating, immersive, walking tour following the path of the suffragettes' protests, ending at Bow Street.

But whilst we have important success stories to share, like many, we felt the sharp pressure of rising costs this year too, and we still have a steep hill to climb to fully secure our future. We generated an operating deficit in 2025, and we know that our sector is facing declining visitor numbers, economic pressures, the effects of extreme weather, and other factors outside our control. Financial resilience is within reach but will require commitment, determination and the support of the people who champion our mission. To our partners, advisors, collaborators, volunteers, and every single visitor or supporter, we say *thank you*. Your belief in what we do fuels our journey, and we look forward to sharing the next steps with you.

I am also grateful to all my Board colleagues for their dedication, advice and support. We said a sad farewell to Katherine Alston and Aileen Brennan this year, but I am pleased to say that both Katharine and Aileen have stayed with us as Board Advisors. On behalf of the whole board, I must also offer my sincere gratitude to our versatile and highly talented Museum team, who have once again delivered excellence on an extremely tight budget and very limited resource. Led with passion, creativity and skill by the Museum Director they improved programming, developed a highly compelling and successful fundraising ask, and continued to receive excellent reviews for their front of house delivery.

So, as we look ahead, we do so with optimism tempered by realism. Building a financially sustainable museum takes time, and we know there is still much to do. Our progress over just four years gives us confidence that we are moving in the right direction, and our aims remain to preserve this extraordinary place; to tell familiar stories from a new and impartial perspective; to create a resilient organisation; and to build an institution with the potential to become one of London's most distinctive museums.



.....
Teresa Gibson, Chair.

Date24/07/26

TRUSTEE'S REPORT
FOR THE YEAR ENDED 30th SEPTEMBER 2025

The Trustees present their annual report and financial statements for the year ended 30 September 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's Governing Document, The Companies Act 2006 and "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).

OBJECTIVES AND ACTIVITIES

We are a small educational and heritage charity located on the site of the former Bow Street Magistrates' Court and Police Station. The Museum comprises 75m² of exhibition space, plus seven original police cells. Our aim is to communicate the importance of the role of Bow Street in the history of policing, crime and justice, in the context of social, political and economic change.

Charitable Purpose

The Objects of the charity are, for the public benefit, to advance the education of the public in, and to promote good citizenship and a wider public appreciation of policing and the criminal justice system through an understanding of the history and development of policing and the administration of criminal justice in London and elsewhere by:

- a) the maintenance and operation of a museum on the site of the former police station and magistrates' court in Bow Street, London or elsewhere; and
- b) the carrying out of such other activities as the charity Trustees may determine.

Charitable Activities / Public Benefit

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake to ensure the delivery of public benefit. Amongst our charitable activities are:

- Offering a learning environment for visitors through permanent displays and temporary exhibitions.
- Delivering talks and educational events in the Museum for different audiences, including school children, university students, and families.
- Walking tours in and around Covent Garden, taking our knowledge and expertise beyond the walls of the Museum.
- Working collaboratively with the local community to establish a sense of place and position the Museum as a useful and well-used space.
- Caring for a collection of unique and fascinating objects.

Our diverse programming highlights the experiences of a range of different communities and voices, and we aim to make the Museum accessible to all by providing online material, off-site activities and a wide range of specialist resources for those visitors with particular needs.

TRUSTEE'S REPORT
FOR THE YEAR ENDED 30th SEPTEMBER 2025

ACHIEVEMENTS AND PERFORMANCE

Introduction

During the year under review, the Bow Street Museum of Crime and Justice saw a steady increase in public engagement. We developed new events, improved revenue and experienced 18% growth in visitor numbers.

Despite the positive trajectory of increased visitor numbers and income growth, rising costs meant we saw an operating deficit for the year. Our focus as a Board is very much on building resilience. A major focus of activity this year was the preparation of the National Heritage Lottery Fund bid for 'Echoes from the Dock' which is at the heart of our future strategy. The bid was successful, and we have been granted £118,428 which will enable us to deliver this key activity in future years.

With financial sustainability as our most important priority, we are grateful for the generous assistance of our key supporters at Bow Street Hotel Limited (BSHL) who help manage our payroll as we work towards generating operating surpluses. This year we met 90% of the payroll costs from our own resources which is a very positive position and helped limit the increase in the amount owed to BSHL to a reasonable amount. We are also grateful to those hotel guests whose generous donations to the Museum amounted to £23k this year.

While we still have a lot more to do to achieve a sustainable future, we undertook a wide range of activities in 2025, and we are able to celebrate many achievements in terms of visitor numbers, feedback, and public benefit which we summarise below:

Audiences and Engagement

Visitor Growth

The Museum is open to the general public from Friday to Sunday each week, with opening extended to include some Thursdays in the school holidays to facilitate an increased number of family activities. Closed days are used to develop and extend our offer, facilitate educational visits and host private tours.

We were open to the public for 159 days this year, and during that period, we welcomed over 9,500 visitors. This is an increase of more than 18% over the same 12 months in the previous year at a time when many of our peers were reporting a decline in visitor numbers. We were particularly pleased to see such growth in this difficult climate, given our limited resources to build our audiences.

We experienced increased participation in our programmes of events and activities, which include evening talks, walking tours and activity trails for younger visitors. Family workshops during school holidays continue to be a popular attraction and the addition of a creative interactive event for adults demonstrated the opportunities to expand into evening programming.

Growth also came in the form of increased group bookings, both for private tours and for educational groups looking for facilitated learning experiences. This is very encouraging given the space and resource constraints we have as a small museum with limited facilities.

TRUSTEE'S REPORT
FOR THE YEAR ENDED 30th SEPTEMBER 2025

Visitor Feedback

We invite all Museum visitors to reflect on the dramatic changes in policing and the law over the centuries and ask them what they think of law and policing today. The handwritten responses, positive and negative, are displayed for other visitors to read and respond to, and we collate them in scrapbooks for our reading table.

We also receive online reviews, and it is rewarding to see highly positive feedback from our visitors for both the Museum and individual team members. We received a Tripadvisor Travellers' Choice Award in 2024 and 2025, which goes to attractions that consistently earn great reviews and are ranked within the top 10% of properties on Tripadvisor.

Comments received recently include:

"Excellent small museum. Great layout and very comprehensive information. Really enjoyed it. Excellent service from friendly staff"

"Amazing place full of educational history, very cheap to get in, full of history of the criminal world, would highly recommend"

"Very informative museum about the history of Bow Street Station and gives a good overview of the history of policing in London."

"Small but perfectly formed"

"One of the most interesting aspects of the museum is its focus on the human side of policing"

"An hour very well spent in the heart of Covent Garden. Loved it. Would have loved to see (just) the cells but seeing the original dock and reading/ viewing stories of criminals taken to Bow Street was brilliant"

Exhibitions and Displays

Our permanent exhibition demonstrates how Bow Street has a unique place in the history of crime and justice. The displays include items specific to Bow Street which date back as far as the days of the Bow Street Runners. Most of these items are generously provided by the Metropolitan Police Heritage Service (MPHS), and we are grateful to them for their support. We also display a number of personal items on loan from retired police officers, alongside original interpretation and interviews with former officers who share their memories of working at Bow Street.

Our object-handling sessions allow visitors to get up close to the Museum's ancillary collection, including handcuffs, uniforms, and other items associated with Bow Street. We use these sessions to bring our stories to life, a good example being the way female police officers were issued alternative equipment to their male counterparts (like handbag-sized truncheons!), reflecting the inequalities and the expectations of women's roles at that time.

Our most significant artefact is the original dock from Court No. 2, where many well-known defendants stood over the years, including Oscar Wilde who appeared at Bow Street in 1895. The dock is of great interest to Wilde's large fan base and to anyone interested in learning about pivotal moments in legal and social history. It also provides a fantastic opportunity for us to share the lived experiences of those who have faced the law in more recent times. Unfortunately, it is in poor condition which limits our ability to use it as a powerful storytelling tool. We spent the year working on the details of a project to conserve the dock, and with the help of an experienced fundraising consultant, we submitted a strong bid to the National Lottery Heritage Fund for conservation, reinterpretation and community engagement around the dock. Subsequent to the end of the financial year we heard that our bid was successful and we are excited to be able to bring our ideas to life over the next two years.

We staged our first temporary exhibition this year, focusing on the story of the suffragettes who appeared at Bow Street. With 'Hope', UK Parliament's life size Lego suffragette, standing in the dock, we created a lot of interest (and photo opportunities!) for visitors and also delivered our first adult interactive workshops alongside educational sessions for children.

TRUSTEE'S REPORT
FOR THE YEAR ENDED 30th SEPTEMBER 2025

Public Events

Each of our public events explores a different narrative connected to the story of Bow Street, expanding on the content displayed within our exhibitions. Over the past 3-4 years, we have developed our programme, adding new events and walking tours. These include:

Walking Tours

Stages and Cells of Covent Garden

Produced in collaboration with the Royal Opera House, this tour explores the historic connection between theatre and crime on Bow Street. These tours have benefited from promotion to the Royal Opera House's visitors and mailing list and are nearly always sell-out events.

Votes for Women

This tour, in partnership with Herstorical Tours, retraces the suffragettes' footsteps as they marched, preached, fought, smashed, burned, and bombed their way to getting women the vote, dramatically bringing their story to life.

Of Mollies & Men - A Queer History of Bow Street and Beyond

Exploring the relationship between the LGBTQ+ Community and the law, from the 1700s to the present day.

Reform, Rebel, Riot

This tour explores the history of social reform, disobedience and riots in the Covent Garden area, concluding with what this tells us about protesting today.

Evening Talks

Our popular evening talks cover a range of topics connected with the development of policing, crime and justice and are often led by authors whose books we sell in our shop. These evening events are mostly held in the Museum. We also offer a live stream for those who cannot attend in person. The most popular events were:

Peter Tatchell: A Life of Activism

Peter Tatchell, gay rights and human rights activist, who has always campaigned on the front line, was frequently arrested in central London and brought to Bow Street. Peter Tatchell spoke eloquently about his experience as an activist and his visits to both Bow Street Police Station and Magistrates' Court. This was part of LGBTQ+ History Month programming, and held in the historic courtroom, now a function room, at the The NoMad hotel

Steve Gaskin, former Metropolitan Police D.C.I

Steve ran an adult-only fingerprint masterclass that talked people through the developments in forensic work and fingerprinting techniques, giving all participants the opportunity to learn how to take fingerprints and have their fingerprints taken.

The Fight for Hope: Suffragettes Late

To accompany our first temporary exhibition on suffragettes at Bow Street, and evening of entertainment brought together author talks, performances, and craft workshops at this adult only event. With Hope the human size Lego suffragette on loan from UK Parliament. which gave people endless selfie opportunities.

Other evening events, focusing on the history of the area and those who lived and worked here, were:

Finding Billy Waters (slave, beggar, legendary Regency street performer): with author Mary Shannon

Marshall Hall: A Law unto himself: with author Sally Smith

Brutality and Corruption: The inspector who took a stand: with author Bridget O'Donnell,

From Oscar Wilde to Ronnie Biggs: A History of Wandsworth Prison: with Stewart McLaughlin

Queer as Folklore: with author Sacha Coward.

TRUSTEE'S REPORT

FOR THE YEAR ENDED 30th SEPTEMBER 2025

Family Programming

We have built a highly popular set of family events that we offer during the school holidays, and which usually sell out. They include:

Identikit Workshops

A family-friendly interactive workshop exploring the use of Identikits in law enforcement and offering families the chance to see if they can recreate a criminal's face using our special Identikit equipment.

Fingerprinting Workshops

A family-focused interactive workshop exploring the story of fingerprinting technology and allowing attendees to explore their own unique identity.

Microscope Forensics Workshops

An interactive family workshop explaining forensics and the use of microscopes in law enforcement

Storytime Detective

Fun and interactive workshops aimed at families with children aged 7-11 years. We ran two workshops this year. The Cake Thieves and The Diamond Heist, both involving the use of critical thinking and visual skills.

In addition, our Family programming also includes:

Family Trails

As we focus on attracting more family visitors to the Museum, we have family trails, which are designed to cater for children in various age groups from under five, 5-7 years, and older children.

Covent Garden Mum

We participated in a 'Trick or Treat Halloween Trail' curated by Instagram influencer Covent Garden Mum with a bespoke activity pack. This regular event always attracts high numbers (541 in October 2024), significantly building awareness in the community.

Partnership Events

Heritage Open Days

We once again opened our doors for this popular national festival of history and culture, seeing 162 visitors in one day.

Capital Crime Festival

We were also invited to participate in the popular literary event, the Capital Crime Festival, where we were offered free advertising and flyers, enabling us to build awareness of the Museum among crime enthusiasts.

Education & Engagement

Our educational programme for schools, universities and special interest groups offers exclusive access to the Museum on the days we are closed to the general public. As with all our programmes and interpretation, we aim to focus on the specific stories of the Bow Street Magistrates' Court and Police Station. During the period, we welcomed a variety of education groups, including some with special educational needs, as well as university students studying a range of related courses, either as groups or as individuals.

TRUSTEE'S REPORT
FOR THE YEAR ENDED 30th SEPTEMBER 2025

Partnerships

We have continued to develop links with a range of individuals and organisations in the local area and beyond. These include museums and charities, special interest groups, local authorities, marketing groups and influencers, guiding associations, and local businesses with connections to our history and subject matter.

In particular, our partnership with the Royal Ballet and Opera has proved highly productive, with our joint walking tours giving us exposure to a much wider audience and proving the revenue potential of both external partnerships and external events.

In developing the dock project, the Oscar Wilde Society provided invaluable support, which will greatly enhance our interpretation and programming. We were also immensely grateful to popular TV personality Gyles Brandreth, the society's Honorary President and renowned Oscar Wilde enthusiast, for recording a video to support our Echoes from the Dock fundraising efforts.

We also worked in partnership with the Metropolitan Police Heritage Service (MPHS) to provide a summer placement for a Leicester University student who spent time with us and MPHS. At Bow Street, the student researched, developed and presented a family activity session and assisted with the development of an evening talk, gaining valuable visitor engagement skills. At the MPHS, they worked with collections to learn about documentation, collections management systems, cataloguing and stakeholder engagement.

Marketing and Communications

Our website and social media platforms are the primary way we communicate with the public about what is happening at the Museum. We continue to grow our followers and are gaining good levels of participation. Across this period, our followers on Instagram grew by 36%, on Facebook by 32% and on LinkedIn by 42%. On X (Twitter) numbers dropped by 3.5%, reflecting the sector's move away from this platform. We also joined Bluesky in February 2025 and are seeing good growth in the early months.

During this financial year we implemented change to our operating name, moving from the registered company name of *Bow Street Police Museum* to a new public facing identity as Bow Street Museum of Crime and Justice. The aim is to broaden our appeal and better reflect our content and objectives. Other elements of our branding remain the same including the bold orange colour drawn from the familiar identity of Bow Street on a Monopoly board. This enables us to achieve strong standout in our social media. Big 'orange and black' posters advertise our events and continue to show good response rates in terms of subsequent bookings. We also use the Facebook 'events' function which allows us to be listed among other London-based activities and thus build awareness.

TripAdvisor is also proving a good marketing platform, with our reviews and ratings very high. As mentioned above, we received a TripAdvisor Travellers' Choice Award and continue to get very good reviews.

We aim to make our content varied, fun and informative, with posts linked to the research of our volunteers, media appearances, our retail offer, and stories from our collection, as well as upcoming events and activities.

TRUSTEE'S REPORT
FOR THE YEAR ENDED 30th SEPTEMBER 2025

Commercial Development

We maintain a small retail collection of carefully curated books and souvenirs which provides a growing revenue stream. With more visitors, new products, and some extra shelving, we saw retail income increase by 60% to over £9k this year. One in five visitors make a purchase and we are confident that as our visitor base grows, we will be able to further develop our retail sales income.

Venue hire and the use of the Museum for filming, is also an important revenue stream for us, with our atmospheric cells providing an attractive sense of place and authenticity. We more than tripled revenue this year to £7,600 and were able to use filming as a basis for social media opportunities, which in turn drove visitor numbers.

Accessibility

We want everyone to feel welcome at the Museum. Step-free access is available to all who need it, and we have several resources and ways of working to help support those with access or learning needs.

We have a visual story which can be emailed on request, ahead of visitors arriving at the Museum. The pack also contains a sensory map to help those with sensitivity to changes in light and sound. A large print guide is available from our reception desk, and subtitles and transcripts of all audio-visual exhibits are freely available.

For those engaging with us off the premises, such as our walking tours, transcripts are also available for the deaf or hard of hearing. All our evening talks are streamed live online for those who cannot attend in person.

Collection Care & Development

The Museum has a collection of artefacts on loan from a range of individuals, many of whom were former police officers. We also hold objects on loan from the collection of the Metropolitan Police Heritage Service. Objects are carefully monitored, and environmental readings are taken weekly to ensure optimum conditions are maintained.

As we are based at the site of the former Bow Street Magistrates' Court and Police Station, we also have seven original police cells which are used as exhibition spaces. While not formally accessioned collection items, we care for and preserve the fixtures, fittings and infrastructure of these cells as we do with other artifacts.

Our key object is the original dock that came from Court No. 2, which was salvaged when the building was being redeveloped and gifted to the Museum by Bow Street Hotel Limited. As mentioned above, the National Lottery Heritage Fund award announced after the year-end means we will soon commence work to protect and preserve this important heritage asset.

Due to space, storage constraints, and lack of appropriate display units, we are unable to take in any items offered to us. This is something we are looking to address through future fundraising and partnerships.

TRUSTEE'S REPORT
FOR THE YEAR ENDED 30th SEPTEMBER 2025

HISTORY OF THE MUSEUM

We are situated in the Grade II listed building which was formerly Bow Street Magistrates' Court and Bow Street Police Station. Built in the street which saw London's first magistrates' court established by Thomas de Veil in 1740, and the birthplace of the Bow Street Runners (London's first official police force) in 1749, the site is also of historical significance due to the initial hearings for many well-known figures like Oscar Wilde, The Kray Twins, The Suffragettes and Dr Crippen.

When the building ceased to be used by the courts and the police, Westminster Council insisted that future developments must preserve part of 28 Bow Street as a museum to safeguard London's legal and law enforcement history. A charity was thus incorporated in 2020 with the Museum opening in May 2021 in a section of the former police station alongside Martlett Court. The initial development of the Museum was funded by Bow Street Hotel Limited, in accordance with the Section 106 planning consent requirements associated with the development of the Bow Street site. The launch was also supported by BTC Group Holdings Ltd, The SydeLL Group, EPR Architects, Emmaus Properties, Elliott Wood Partnership Ltd, and Savills Ltd.

We are grateful to all those who helped to bring the Museum to life, including Westminster City Council, the Metropolitan Police Heritage Service, our first Museum Director, Vicki Pipe, Curator, Jen Kavanagh, and former Bow Street Officer Dave Allen. We are also indebted to all those who worked at Bow Street Police Station and Magistrates' Court who gave their time and knowledge, and/or donated or loaned objects to the collection.

The Trustees are most grateful for the ongoing support of Bow Street Hotel Limited, the landlord BTC UK Limited, and the team at The NoMad Hotel.

FUTURE PLANS

Echoes from the Dock

Dock No. 2 dates back to the original construction of the court building in the late 1880s and was in use for 125 years. Many famous, infamous, and ordinary folk passed through the three courts at Bow Street, including the Kray Twins, many suffragettes, Dr Crippen, General Pinochet and, in 1895, Oscar Wilde, whose committal hearing was held here.

Echoes from the Dock (EFTD) is an important project which will conserve and make accessible this historic courtroom dock which our research has shown was the one Wilde stood in following his arrest. The project will also explore the LGBTQ+ community's relationship with criminal justice, from Oscar Wilde's appearance at Bow Street to today.

Through workshops, in-living-memory storytelling and collaborative exhibition design, the project will amplify voices that have historically been marginalised or excluded from crime and justice narratives. The resulting exhibition will place personal experience at its centre, examining how criminal justice systems have shaped LGBTQ+ lives. Our intention is to work in collaboration with community and charity partners to co-produce a powerful new exhibition that explores past and present experiences of crime, justice and equality.

The exhibition will be in place for a minimum of two years, after which we will explore new stories of individuals and marginalised groups who have passed through Bow Street. We will also explore the possibility of EFTD touring after its initial launch at Bow Street.

Echoes from the Dock will mark a significant step change for the Museum, supporting our ambition to become a more relevant, resilient and community-led organisation. Alongside the exhibition and conservation work, the project will also build long-term capacity through new roles and opportunities, including the recruitment of a Project Curator, Marketing Consultant, Evaluation Consultant and Designer, and provide a wide range of volunteering opportunities.

As we are now aware that we were successful in our bid to the National Lottery Heritage Fund for financial support for this project, we are now looking forward to developing and delivering the project during 2026.

TRUSTEE'S REPORT
FOR THE YEAR ENDED 30th SEPTEMBER 2025

Strategy Development

Our first four years have provided a good learning curve, from starting a new museum from scratch, operating through a pandemic, adapting to the changing consumer behaviour that ensued, and overcoming unforeseen challenges. It has been encouraging to see visitor growth and overwhelmingly positive visitor feedback throughout these first few years.

Whilst our original strategy remains sound, and we have our new cornerstone project to implement, we are nevertheless embarking on a major strategic review, covering the next 3-5 years to identify how we ensure financial sustainability in a sector that is still facing major challenges. There are few museums in the UK that are not confronted with significant funding challenges and visitor flux.

Under an updated over-arching strategy, we are developing both short-term and long-term strategies, along with business plans that support them. Our short-term challenges will be the need to increase awareness and appeal in a crowded London market while developing our fundraising abilities at a time when charitable support is being squeezed.

We will continue to seek ways to grow our audiences in 2026, including via marketing training for the team, supported by our marketing and communications Trustees and our Echoes from the Dock project consultants. We intend to review and renew our events programme, and to continue to look for ways to make deeper connections with our local community and cultural partners.

Whilst the challenges are significant, in our favour, as a small museum, is the ability to be creative, to be agile, and to respond quickly to new opportunities.

TRUSTEE'S REPORT

FOR THE YEAR ENDED 30th SEPTEMBER 2025

FINANCIAL REVIEW

Income

Our income derives from ticket sales, donations, merchandise and venue hire. Income increased by 26% to £102,371 (2024: £81,351), with improvements across all categories.

Driven by increased footfall, and a modest increase in museum entry pricing, admissions income increased by 36% to £40,959 (2024: £30,145), and shop revenue increased by 60% to £9,022 (2024: £5,629). The Museum proved popular as a venue including for filming tv programmes, leading to a 368% uplift in venue hire income.

The amount generously donated by hotel guests at the NoMad London was also up on last year by 38% to £22,738 (2024: £16,494).

Expenditure

Our costs in the year were £137,150, compared to £98,534 in 2024. This is an increase of 39%, and costs continue to exceed income by around 34%.

Staff costs remain our single biggest outlay at 73% of total expenditure, and employment costs in the financial year reflect the first full year of employment of the new Museum Director who joined in April 2024. We also retained the increased hours of the Museum's support team which had been a temporary measure while we had no Director in place. This allowed us to allocate time for fundraising and helped us secure a National Lottery Heritage Fund award for the dock project. We also incurred costs associated with a freelance fundraising consultant to assist with the bid. Staff costs were adversely impacted by the higher national Insurance rates that took effect from April 2025.

We are grateful to Bow Street Hotel Limited (BSHL) for processing and bankrolling the Museum's staff costs during the year. We make regular payments to BSHL in respect of payroll costs and at the end of the year had an outstanding amount of £111,303 (2024: £100,027). A provision is made in our accounts for the amount owed to BSHL. We have made regular and increasing monthly payments towards payroll since the end of the year in review and will continue to make contributions to payroll and debt reduction in 2026 and 2027.

BSHL also provides support to the Museum through shared security, heating and power. However, as per our lease agreement, we have a minimum 5-year period from opening before any service charges can commence, and therefore, no amounts have been included in the financial statements to represent the value of such services.

Net Result and Funds

Despite the welcome increase in income, the offsetting rise in costs meant that net expenditure increased to £34,779 (2024 £17,243). This contributed to a negative funds balance of £86,736 (2024: £51,957). Building financial resilience remains the Trustees' key priority, in particular working to close the gap between income and expenditure. With the welcome announcement of the success of our National Lottery Heritage Fund application after the end of the year, we are confident that we will be able to invest in the charity's future growth and development, raise the profile of the Museum and deliver additional income.

TRUSTEE'S REPORT
FOR THE YEAR ENDED 30th SEPTEMBER 2025

Going Concern

Having ended the year with a negative funds balance, the Trustees have had to give significant attention to the question of whether the charity remains a going concern. The charity had £24,567 of current assets at year end (2024: £46,371). We continue to prepare detailed budget and cashflow projections which include projected growth and allow for additional payments to Bow Street Hotel Limited (BSHL). We note the support of BSHL and their helpfulness in continuing to process the pay for our staff as the Museum develops its income streams. With the National Lottery Heritage Fund grant we will be able to take forward our key development programme which represents the backbone of the Museum's development strategy. The Trustees are satisfied, therefore, that while financial resilience remains a challenge, it is appropriate to adopt the going concern basis in preparing these financial statements.

Group Structure

The charity has a wholly owned subsidiary company, BSPM Trading Subsidiary Limited, which was established to undertake commercial non-charitable activity in support of the parent charity. The charity has taken advantage of the exemptions provided under the Companies Act 2006 and as such has not produced consolidated accounts for the Museum group.

As at 30 September 2025, the trading subsidiary was dormant.

Reserves Policy

The financial situation of the Museum is such that no surplus funds are being generated, and therefore, no reserves can be created. Consequently, there is no agreed reserves policy for the charity, other than to achieve financial resilience and eliminate the negative reserves position.

Nevertheless, the Trustees have due regard to the Charity Commission guidance on this matter and are committed to good financial governance and stewardship of the charity's assets, and we will develop a reserve policy when our financial circumstances allow.

Financial Planning

We maintain a tight control on costs and both our strategic planning, and our day-to-day priorities are firmly centred on revenue generation. We also maintain a rolling 2-year financial projection, including payments to Bow Street Hotel Limited in respect of payroll costs, to maintain our focus on financial resilience and sustainability.

A major area of focus in the coming year, will be on developing and implementing our fundraising strategy. We have Trustees who work in fundraising within the sector and have benefited from the work done this year with a freelance fundraiser to provide us with hands-on specialised support.

TRUSTEE'S REPORT
FOR THE YEAR ENDED 30th SEPTEMBER 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

Bow Street Police Museum is a Charitable Incorporated Organisation (CIO) which was created and granted registered charity status on 22nd October 2020.

Our Governing Document sets out the background for the creation of the Museum and how it will operate. The creation of a Museum at Bow Street was a requirement of the City of Westminster Council when granting planning permission for the development of the former Magistrates' Court and Police Station. There is a Section 106 (Town and Country Planning Act 1999) Legal Agreement which outlines the conditions and obligations that exist.

Bow Street Hotel Limited funded the creation of the Museum during the development of the NoMad London, holds the lease agreement for the Museum and continues to support the Museum and its operations.

The purpose of the Museum, as set out in the Governing Document, is to give an introduction to the history and significance of the Bow Street building, to explain how policing and the Magistrates' Court developed since the 17th century, and to showcase the historically important people and cases that passed through the building.

Relationship with Bow Street Hotel Limited

The Museum's premises are within the former Bow Street Magistrates Court and Police Station, which is now The NoMad London Hotel. Our premises are within the demise of The NoMad, and they provide a range of services to the Museum. Our landlord is BTC UK, with whom we have a 99-year lease at a peppercorn rent. The lease includes a minimum 5-year period, from opening, before any service charges can commence.

Trustees

Our governing document specifies a minimum of 3 trustees, but no maximum. We currently have 8 trustees to ensure we have the expertise required to support the small operating team.

Recruitment is carried out through open recruitment processes. We advertise across relevant websites and on social media. We actively seek diversity through our selection process and, to ensure that a range of expertise is maintained on the Charity's board, new Trustees are appointed to meet specific expertise requirements. Trustees are elected at a board meeting and play a valuable role in the running of the Charity.

None of the trustees has any beneficial interest in the company. All the trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

The trustees are responsible for making decisions on all matters of general concern and importance to the charity, including deciding on how the funds of the Bow Street Police Museum are to be spent. Day-to-day decisions are delegated to the Museum Director.

Advisory Board

Alongside the Board of Trustees, we have an Advisory Panel to support the work of the Trustees and to enable a wide spectrum of voices and experiences to be included in the Museum's overall development. As we develop our strategic plan, we expect to bring in new members to this panel.

TRUSTEE'S REPORT
FOR THE YEAR ENDED 30th SEPTEMBER 2025

Risk Management

The Trustees identify the main risks attached to the Charity as:

- Financial deficit - as a fledgling museum, whilst we build awareness of the Museum and its work, and develop our fundraising, we recognise that it will take time for organic income growth to cover operating costs.
- Inability to deliver core functions and projects due to loss of staff or long-term illness.

The Trustees have reviewed the main risks and, where possible, measures are in place to mitigate the risks to an acceptable level. A Risk Register is maintained and regularly reviewed.

The Trustee's Report was approved the Trustee's Report of Trustees.



.....
Teresa Gibson

Trustee

Date: ...24/07/26....

**BOW STREET POLICE MUSEUM
(KNOWN AS BOW STREET MUSEUM OF CRIME & JUSTICE)
INDEPENDENT EXAMINER'S REPORT
TO THE TRUSTEES OF BOW STREET POLICE MUSEUM**

I report to the trustees on my examination of the financial statements of Bow Street Police Museum (the charity) for the year ended 30 September 2025.

Responsibilities and basis of report

As the trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

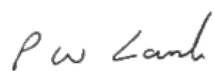
Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1 accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
- 4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.



Mr P W Lamb FCA
Allen Sykes Audit Limited
5 Henson Close
South Church Enterprise Park
Bishop Auckland
Co Durham
DL14 6WA

Dated: 29/07/2026

BOW STREET POLICE MUSEUM
(KNOWN AS BOW STREET MUSEUM OF CRIME & JUSTICE)
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 30 SEPTEMBER 2025

		Unrestricted funds 2025	Restricted funds 2025	Total 2025	Unrestricted funds 2024	Restricted funds 2024	Total 2024
Notes		£	£	£	£	£	£
Income from:							
Donations and legacies	3	24,822	-	24,822	18,231	-	18,231
Charitable activities	4	59,913	1,014	60,927	48,656	-	48,656
Other trading activities	5	16,622	-	16,622	14,464	-	14,464
Total income		101,357	1,014	102,371	81,351	-	81,351
Expenditure on:							
Raising funds	6	6,108	-	6,108	1,112	-	1,112
Charitable activities	7	130,028	1,014	131,042	97,242	240	97,482
Total expenditure		136,136	1,014	137,150	98,354	240	98,594
Net expenditure and movement in funds		(34,779)	-	(34,779)	(17,003)	(240)	(17,243)
Fund balances at 1 October 2024		(51,957)	-	(51,957)	(34,954)	240	(34,714)
Fund balances at 30 September 2025		(86,736)	-	(86,736)	(51,957)	-	(51,957)

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

BOW STREET POLICE MUSEUM
(KNOWN AS BOW STREET MUSEUM OF CRIME & JUSTICE)
STATEMENT OF FINANCIAL POSITION

AS AT 30 SEPTEMBER 2025

		2025		2024	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	14		3,437		2,940
Investments	15		1		1
			<u>3,438</u>		<u>2,941</u>
Current assets					
Debtors	16	1,774		1,329	
Cash at bank and in hand		20,651		45,042	
		<u>22,425</u>		<u>46,371</u>	
Creditors: amounts falling due within one year	17	(1,296)		(1,242)	
Net current assets			<u>21,129</u>		<u>45,129</u>
Total assets less current liabilities			<u>24,567</u>		<u>48,070</u>
Creditors: amounts falling due after more than one year	18		(111,303)		(100,027)
Net assets excluding pension liability			<u>(86,736)</u>		<u>(51,957)</u>
Net liabilities			<u>(86,736)</u>		<u>(51,957)</u>
The funds of the charity					
Unrestricted funds			(86,736)		(51,957)
			<u>(86,736)</u>		<u>(51,957)</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 30 September 2025.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

BOW STREET POLICE MUSEUM
(KNOWN AS BOW STREET MUSEUM OF CRIME & JUSTICE)
STATEMENT OF FINANCIAL POSITION (CONTINUED)
AS AT 30 SEPTEMBER 2025

The financial statements were approved by the trustees on **09 / 07 / 26**.....



.....
Teresa Gibson

Trustee

Company registration number CE 023071 (England and Wales)

BOW STREET POLICE MUSEUM

(KNOWN AS BOW STREET MUSEUM OF CRIME & JUSTICE)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2025

1 Accounting policies

Charity information

Bow Street Police Museum is a Charitable Incorporated Organisation incorporated in England and Wales. The registered office is 28 Bow Street, London, WC2E 7AW.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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 charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

BOW STREET POLICE MUSEUM
(KNOWN AS BOW STREET MUSEUM OF CRIME & JUSTICE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 30 SEPTEMBER 2025

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Computers: 15% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

BOW STREET POLICE MUSEUM
(KNOWN AS BOW STREET MUSEUM OF CRIME & JUSTICE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 30 SEPTEMBER 2025

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Donations and gifts	24,772	17,711
Membership fees	50	520
	<u>24,822</u>	<u>18,231</u>

BOW STREET POLICE MUSEUM
(KNOWN AS BOW STREET MUSEUM OF CRIME & JUSTICE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 30 SEPTEMBER 2025

4 Income from charitable activities

	Unrestricted funds 2025	Restricted funds 2025	Total 2025	Unrestricted funds 2024	Restricted funds 2024	Total 2024
	£	£	£	£	£	£
Museum admissions and tours						
Museum admissions	40,959	-	40,959	30,145	-	30,145
Westminster City Council	-	1,014	1,014	-	-	-
Tours and workshops	18,954	-	18,954	18,511	-	18,511
	<u>59,913</u>	<u>1,014</u>	<u>60,927</u>	<u>48,656</u>	<u>-</u>	<u>48,656</u>

5 Income from other trading activities

	Unrestricted funds 2025	Unrestricted funds 2024
	£	£
Shop income	9,022	5,629
Venue hire	7,600	2,065
Service charges	-	6,770
Other trading activities	<u>16,622</u>	<u>14,464</u>

Service charges to trading subsidiary include historic amounts for apportioned staff costs. As the trading subsidiary is now dormant, no charges have been made in the year.

6 Expenditure on raising funds

	Unrestricted funds 2025	Unrestricted funds 2024
	£	£
Fundraising and publicity		
Other fundraising costs	<u>4,090</u>	<u>-</u>
Trading costs		
Other trading activities	<u>2,018</u>	<u>1,112</u>
Total costs	<u>6,108</u>	<u>1,112</u>

BOW STREET POLICE MUSEUM
(KNOWN AS BOW STREET MUSEUM OF CRIME & JUSTICE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 30 SEPTEMBER 2025

7 Expenditure on charitable activities

	Museum 2025	Museum 2024
	£	£
Direct costs		
Staff costs	101,068	78,151
Depreciation and impairment	606	519
Museum	4,098	1,984
Shop purchases	5,347	2,626
Repairs and maintenance	1,404	796
Computer expenses	5,938	3,392
Bank and card fees	2,504	2,497
Sundry expenses	3,219	3,669
Advertising	1,562	1,376
	125,746	95,010
Share of support and governance costs (see note 9)		
Governance	5,296	2,472
	131,042	97,482
Analysis by fund		
Unrestricted funds	130,028	97,242
Restricted funds	1,014	240
	131,042	97,482

8 Description of charitable activities

Museum

The running and upkeep of the Bow Street Police Museum for the public benefit.

BOW STREET POLICE MUSEUM
(KNOWN AS BOW STREET MUSEUM OF CRIME & JUSTICE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 30 SEPTEMBER 2025

9 Support costs

	Support costs £	Governance costs £	2025 £	Support costs	Governance costs	2024 £
Independent examination fees	-	740	740		600	600
Accountancy	-	4,556	4,556	-	1,872	1,872
	-	5,296	5,296	-	2,472	2,472
Analysed between Charitable activities	-	5,296	5,296	-	2,472	2,472

Governance costs includes payments to the Independent Examiner of £740.

10 Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the independent examination of the charity's financial statements	740	600
Depreciation of owned tangible fixed assets	606	519

11 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

12 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Administration	3	3
Employment costs	2025 £	2024 £
Wages and salaries	90,023	71,600
Social security costs	8,214	5,194
Other pension costs	2,063	1,357
	100,300	78,151

BOW STREET POLICE MUSEUM
(KNOWN AS BOW STREET MUSEUM OF CRIME & JUSTICE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 30 SEPTEMBER 2025

12 Employees

(Continued)

There were no employees whose annual remuneration was more than £60,000.

13 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

14 Tangible fixed assets

Computers
£

Cost

At 1 October 2024	4,644
Additions	1,103

At 30 September 2025	5,747
----------------------	-------

Depreciation and impairment

At 1 October 2024	1,704
Depreciation charged in the year	606

At 30 September 2025	2,310
----------------------	-------

Carrying amount

At 30 September 2025	3,437
----------------------	-------

At 30 September 2024	2,940
----------------------	-------

15 Fixed asset investments

Other
investments

Cost or valuation

At 1 October 2024 & 30 September 2025	1
---------------------------------------	---

Carrying amount

At 30 September 2025	1
----------------------	---

	1
--	---

	Notes	2025 £	2024 £
Other investments comprise:			
Investments in subsidiaries	23	1	1

BOW STREET POLICE MUSEUM
(KNOWN AS BOW STREET MUSEUM OF CRIME & JUSTICE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 30 SEPTEMBER 2025

(Continued)

16 Debtors

	2025	2024
	£	£
Amounts falling due within one year:		
Trade debtors	1,774	699
Prepayments and accrued income	-	630
	<u>1,774</u>	<u>1,329</u>

17 Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	476	42
Accruals and deferred income	820	1,200
	<u>1,296</u>	<u>1,242</u>

18 Creditors: amounts falling due after more than one year

	2025	2024
	£	£
Other creditors	111,303	100,027
	<u>111,303</u>	<u>100,027</u>

19 Retirement benefit schemes

	2025	2024
	£	£
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	2,063	1,357
	<u>2,063</u>	<u>1,357</u>

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

BOW STREET POLICE MUSEUM
(KNOWN AS BOW STREET MUSEUM OF CRIME & JUSTICE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 30 SEPTEMBER 2025

20 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 October 2024	Incoming resources	Resources expended	At 30 September 2025
	£	£	£	£
Westminster City Council	-	1,014	(1,014)	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Previous year:	At 1 October 2023	Incoming resources	Resources expended	At 30 September 2024
	£	£	£	£
Association of Independent Museums	240	-	(240)	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

Westminster City Council awarded the Ward budget funding claim towards a family friendly suffragette talk and performance

21 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 October 2024	Incoming resources	Resources expended	At 30 September 2025
	£	£	£	£
General Fund	(51,957)	101,357	(136,136)	(86,736)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Previous year:	At 1 October 2023	Incoming resources	Resources expended	At 30 September 2024
	£	£	£	£
General Funds	(34,954)	81,351	(98,354)	(51,957)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

22 Related party transactions

There were no disclosable related party transactions during the year (Year Ended 2024 - none).

BOW STREET POLICE MUSEUM
(KNOWN AS BOW STREET MUSEUM OF CRIME & JUSTICE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 30 SEPTEMBER 2025

23 Subsidiaries

Details of the charity's subsidiaries at 30 September 2025 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held	
				Direct	Indirect
BSPM Trading Subsidiary Limited	England	Shop	Ordinary shares	100.00	