CHARITY COMMISSION FOR ENGLAND AND WALES

Trustees' annual report (including Directors' report) for the period

From: 1 January 2025 **To:** 31 December 2025

Charity name: Tavistock Museum CIO

Charity registration number: 1200011

Company number: N/A

Objectives and activities

	SORP reference	
Summary of the purposes of the charity as set out in its governing document	Para 1.17	Tavistock Museum CIO is established for the public benefit to advance education by maintaining and operating a museum for the preservation, study and display of artefacts relating to the history, heritage and culture of Tavistock and the surrounding area.
Summary of the main activities in relation to those purposes for the public benefit, in particular, the activities, projects or services identified in the accounts.	Para 1.17 and 1.19	During 2025 the museum provided public benefit through exhibitions, events, educational visits, and access to local heritage collections. On the approximately 150 days we were open our visitor numbers were 3,340 adults and 351 children. Activities included: • Permanent galleries and temporary exhibitions • Pop-up displays • Children's Christmas activities • University and youth group visits • Heritage workshops • Fundraising talks and community events
Statement confirming whether the trustees have had regard to the guidance issued by the Charity Commission on public benefit	Para 1.18	The trustees confirm they have had regard to the Charity Commission's guidance on public benefit when planning the museum's activities.

Additional information (optional)
You may choose to include further statements where relevant about:

	SORP reference	
Policy on grant making	Para 1.38	The CIO does not operate a grant-making programme.

Policy on social investment including program related investment	Para 1.38	The CIO does not undertake social investment.
Contribution made by volunteers	Para 1.38	The museum is volunteer-run, with approximately 25 active volunteers supporting stewarding, collections care, exhibitions, archway book sales, events, and building maintenance.
Other		

Achievements and performance

Summary of the main achievements of the charity, identifying the difference the charity's work has made to the circumstances of its beneficiaries and any wider benefits to society as a whole.	Para 1.20	2025 saw stable visitor numbers, strong community engagement, successful exhibitions, and a financial surplus. Key achievements included: • 3,691 visitors (3,340 adults, 351 children) • Major exhibitions: *Tavistock Railways*, *Victory in Europe Day*, *Ken Ball – WW2 Evacuee, Mines, Minerals and Maidens' and 'Markets, Trades and Occupations'* • Youth engagement: 3 Duke of Edinburgh and work experience students volunteered their time and curated a mini-exhibition • Educational visits from Rainbows and Plymouth University • Community events including Cream Tea Week, Dickensian Evening, wreath-making workshops • Tavistock Edge Players' "A Night in the Museum" ghost performances, written specifically for the museum, significantly boosted income and public profile • Participation in the Tavistock Heritage Quarter Heritage Alliance, which includes the Tavisock Heritage Trust, Tavistock Subscription Library and Police Museum

Additional information (optional)
You may choose to include further statements where relevant about:

Achievements against objectives set	Para 1.41	The museum met its objectives of providing public access to heritage collections, delivering exhibitions, supporting learning, and maintaining Accreditation standards. The Museum has completed 2 years of its current forward plan and is making progress against its outlined objectives
Performance of fundraising activities against objectives set	Para 1.41	Fundraising exceeded expectations, with £1,490 raised through talks and events, plus substantial archway book sales.
Investment performance against objectives	Para 1.41	The CIO holds no investments.
Other		

Financial review

Review of the charity's financial position at the end of the period	Para 1.21	At the end of the financial period, the charity held £4789 in cash at bank. This provides a stable financial position for our ongoing activities and routine commitments. The year-end balance is an improvement on the previous financial year but broadly consistent with general annual accounts.
Statement explaining the policy for holding reserves stating why they are held	Para 1.22	The CIO aims to maintain reserves sufficient to cover at least three months of core operating costs.
Amount of reserves held	Para 1.22	£10,231
Reasons for holding zero reserves	Para 1.22	N/A
Details of fund materially in deficit	Para 1.24	No funds were in deficit.
Explanation of any uncertainties about the charity continuing as a going concern	Para 1.23	There are no uncertainties regarding the charity's ability to continue as a going concern.

Additional information (optional)
You may choose to include further statements where relevant about:

The charity's principal sources of funds (including any fundraising)	Para 1.47	Archway book sales Public entry donations Gift Aid Museum shop sales Fundraising talks and events Grants from Tavistock Town Council, Museum Development South West/Arts Council, and Kathy Callow Foundation
Investment policy and objectives including any social investment policy adopted	Para 1.46	The CIO does not hold investments.
A description of the principal risks facing the charity	Para 1.46	Building works and potential delayed opening in 2026 Rising costs (insurance, utilities, fire safety) Reliance on volunteer capacity Collections care backlog Legal fees associated with new building lease (£2,000 due in 2026)
Other		

Structure, governance and management

Description of charity's trusts:		
Type of governing document: for example, trust deed, memorandum and articles of association etc	Para 1.25	Constitution of a Charitable Incorporated Organisation (CIO).
How is the charity constituted? for example limited company, unincorporated association, CIO	Para 1.25	Charitable Incorporated Organisation (foundation model).
Trustee selection methods including details of any constitutional provisions e.g. election to post or name of any person or body entitled to appoint one or more trustees	Para 1.25	Trustees are appointed in accordance with the CIO constitution. New trustees are approved by the board.

Additional information (optional)
You may choose to include further statements where relevant about:

Policies and procedures adopted for the induction and training of trustees	Para 1.51	Trustees receive induction covering governance, safeguarding, financial responsibilities, and Accreditation standards.

The charity's organisational structure and any wider network with which the charity works	Para 1.51	Day-to-day management is delegated to the Museum Manager. The museum works closely with Tavistock Town Council, Museum Development South West, and local community organisations.
Relationship with any related parties	Para 1.51	Tavistock Town Council is the landlord. TTC observers attend trustee meetings.
Other		

Reference and administrative details

Charity name	Tavistock Museum CIO
Other name the charity uses	Tavistock Museum
Registered charity number	1200011
Charity's principal address	Court Gate, Guildhall Square, Tavistock, PL19 0AE

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Tony Rose	Chair Acting Treasurer	Full year	CIO
2	Harry Smith	Interim Chair	Full year	CIO
3	Lesley Holliday	Museum Manager	Full year	CIO
4	Roderick Martin		Full year	CIO
5	Kevin Dickens		Full year	CIO
6	Geoffrey Savage		Full year	CIO
7	Christine Rose	Minutes Secretary	Full year	CIO
8	Carolyn Martin	Treasurer	To March 2025	CIO
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

Corporate trustees – names of the directors at the date the report was approved

Director name	N/A

Name of trustees holding title to property belonging to the charity

Trustee name	Dates acted if not for whole year
	None. Property is owned by Tavistock Town Council.

Funds held as custodian trustees on behalf of others

Description of the assets held in this capacity	None
Name and objects of the charity on whose behalf the assets are held and how this falls within the custodian charity's objects	
Details of arrangements for safe custody and segregation of such assets from the charity's own assets	

Additional information (optional)

Names and addresses of advisers (optional information)

Type of adviser	Name	Address
Museum Accreditation Mentor	Andrew Thompson	Tavistock

Name of chief executive or names of senior staff members (optional information)

Lesley Holliday

Exemptions from disclosure

Reason for non-disclosure of key personnel details

None

Other optional information

None

Declarations

The company has taken advantage of the small companies' exemption in preparing the report above.

The trustees declare that they have approved the trustees' report (including directors' report) above.

Signed on behalf of the charity's trustees/directors

Signature(s)	Harry Smith
Full name(s)	Harry Smith
Position (for example Secretary, Chair, etc)	Chair
Date	12.10.2026

TAVISTOCK MUSEUM (CIO)

INDEPENDENT EXAMINER'S REPORT

I report to the charity trustees on my examination of the accounts of the Tavistock Museum CIO for the year ended 31 December 2025.

Responsibilities and basis of report

As the charity trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the 2011 Act').

I report in respect of my examination of the CIO's accounts carried out under section 145 of the Act. In carrying out my examination I have followed all 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 material 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 Trust as required by section 130 of the 2011 Act; or

2. the accounts do not accord with those records.

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 accounts to be reached.

Independent Examiner's Details

Name: Paul David Martin

Address: 28 Amados Drive,
Plympton
Plymouth
Devon
PL7 1TS

Signature: ..... Date: 7. oktober 2026

CHARITY COMMISSION FOR ENGLAND AND WALES

Tavistock Museum CIO	1200011

Receipts and payments accounts

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For the period from	01-Jan-25	To	31-Dec-25

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
DONATIONS - GENERAL	7,667	-	-	7,667	-
GRANTS	-	6,176	-	6,176	-
MUSEUM SHOP	331	-	-	331	-
GIFT AID	569	-	-	569	-
TALKS	180	-	-	180	-
FUNDRAISING EVENTS	1,231	-	-	1,231	-
OTHER (School Donation)	50	-	-	50	-
OTHER (TSL)	78	-	-	78	-
***Sub total** (Gross income for AR)*	10,106	6,176	-	16,282	-
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	10,106	6,176	-	16,282	-
A3 Payments					
GRANT SPEND	-	3,049	-	3,049	-
ELECTRICITY	2,071	-	-	2,071	-
WATER	131	-	-	131	-
FIRE SAFETY	535	-	-	535	-
INSURANCE	1,049	-	-	1,049	-
LICENCES, SUBSCRIPTIONS	804	-	-	804	-
INTERNET & LANDLINE	60	-	-	60	-
EVENTS OUTLAY	532	-	-	532	-
EQUIPMENT (inc IT)	664	-	-	664	-
COLLECTIONS CARE	400	-	-	400	-
EXHIBTIONS	875	-	-	875	-
ADVERTISING	72	-	-	72	-
STATIONERY	240			240	
BUILDINGS REPAIRS & MAINTENANCE	739			739	
SUNDRIES AND PETTY CASH	240			240	
OTHER	32			32	
	-	-	-	-	-
Sub total	8,444	3,049	-	11,493	-
A4 Asset and investment purchases. (see table)					
	-	-	-	-	
	-	-	-	-	
Sub total	-	-	-	-	-
Total payments	8,444	3,049	-	11,493	-
Net of receipts/(payments)	1,662	3,127	-	4,789	-
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	-	-	-	-	-
Cash funds this year end	1,662	3,127	-	4,789	-

Section B Statement of assets and liabilities at the end of the period

B1 Cash funds

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
	Charity & Community Bank Account	1,662	3,127	-
		-	-	-
		-	-	-
	Total cash funds	1,662	3,127	-

(agree balances with receipts and payments account(s))

OK OK OK

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B2 Other monetary assets

Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
95 Day Notice Account	10,231	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-

B3 Investment assets

Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
NONE		-	-
		-	-
		-	-
		-	-
		-	-

B4 Assets retained for the charity's own use

Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
NONE		-	-
		-	-
		-	-
		-	-
		-	-
		-	-
		-	-
		-	-
		-	-

B5 Liabilities

Details	Fund to which liability relates	Amount due (optional)	When due (optional)
NONE		-	
		-	
		-	
		-	
		-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval
H Smith	H. SMITH	7/10/26
L Holliday	L. HOLLIDAY	7/10/26