

CURIOUS DIRECTIVE

England & Wales · Charity number 1144025

Details

Status Registered

Legal form Charitable company

Company number [07287464](#)

Registered 2011-09-28

Register [View on the Charity Commission register](#)

Contact

Address St Simon and St Jude Church
49 Elm Hill
Norwich
NR3 1HG

Phone 01603614425

Email info@curiousdirective.com

Website www.curiousdirective.com

Activities

Objects: TO PROMOTE, MAINTAIN, IMPROVE AND ADVANCE EDUCATION BY THE ENCOURAGEMENT OF THE ARTS INCLUDING, WITHOUT LIMITATION, THE ARTS OF DRAMA, MIME, DANCE, SINGING AND MUSIC.

Activities: curious directive is a theatre company making theatre through the lens of science. Based in a medieval church in the heart of Norwich, we bring together artists, scientists, academics and communities to make emotionally-charged narrative-led devised theatre which tours around the UK and internationally.

Classification

- **How:** Provides Services, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£196,094	£191,257	-	-
2024-03-31	£368,568	£311,786	-	-
2023-03-31	£306,525	£257,732	-	-
2022-03-31	£523,755	£448,776	£129,000	2
2021-03-31	£273,854	£252,746	-	-

Trustees

Name	Role	Appointed
Kumiko Elizabeth Mendl	Chair	2020-03-27
Joana Gana		2022-02-24
Ollie Hester		2020-03-27
Petia Tzanova		2022-02-24
Tiernan Fitzgibbon		2020-03-27

Accounts

Company number 07287464
Charity number 1144025

curious directive
(Limited by Guarantee)
Group Report and Unaudited
Financial Statements for the
Year Ended 31 March 2025

Fordham Finance Group LTD
Certified Public Accountants
86-90 Paul Street
London EC2A 4NE

SATURDAY



A10 *AEGCD3MA* #7
29/11/2025
COMPANIES HOUSE

curious directive
(Limited by Guarantee)
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Reference and Administrative Details

curious directive

(Limited by Guarantee)

Constitution

The company is a private company limited by guarantee registered in EW - England and Wales, company number 07287464 and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 1144025.

Directors and trustees

As set out in the Articles of Association membership is open to individuals and organisations who apply to the charity in the form required by the directors and who are approved by the directors. The minimum number of members is three.

Policies and procedures adopted for the induction and training of trustees are ongoing and incorporated indirectly into the regular trustees' meetings.

The Trustees/directors during the year and since the year end were:

Stephen Crocker
Tiernan Fitzgibbon

resigned as Chair 13 March 2025 (6 years' service)

Joana Gana
Oliver Hester
Kumiko Mendl (Chair)
Petia Tzanova

appointed as Chair 13 March 2025

Artistic Director and Chief Executive

Jack Lowe

Independent examiners

Fordham Finance Group LTD

Bankers

Barclays Bank, 5 - 7 Red Lion Street, Norwich NR1 3QH.

Registered office and operation address

St Simon and St Jude Church, 49 Elm Hill, Norwich NR3 1HG

Director / Trustees' Report

The director and trustees present their annual report together with the financial statements of the charity for the period ending 31 March 2025 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

curious directive - Principal activity

The principal activity of the charity/company was the delivery of an annual programme of theatre and science projects, with a particular focus expanding the local, national and international impact of the charity – based in a theatre-making space in central Norwich.

The company activity is core-supported locally by Norwich City Council, Norfolk County Council and Norwich Consolidated Charities. Further national core grants from Garfield Weston Foundation & The Fenton Arts Trust support the activities nationally.

‘curious directive are at the top of its game’
– *Lyn Gardner, The Stage (2024)*

curious directive – our Mission

curious directive's mission is to explore theatre through the lens of science.

curious directive – Our 5 core values

Our core values drive everything we do, guiding curious directive's decision making. Our core values help us chart a direction of travel with as much accuracy as possible.

CURIOSITY

Curiosity is embedded within the very name of the company. The question ‘why?’ has always driven curious directive. Without inquisitiveness and curiosity, we are lost. At curious directive, we are often in search of new knowledge and, as with the scientific enquiry, we are prepared to improve with each attempt. We also think of curiosity as a guiding value because it is filled with infinite possibilities. Curiosity also encourages a culture of inquiry and exploration. This aligns artistic and scientific methodologies and inspires curious directive (and our audiences) to engage deeply with our programme. Curiosity leads to change, it leads to hope, it leads to a better future.

COLLABORATION

Our collaboration is born from a highly communicative, honest and open approach to our mission. Our programme is created through sophisticated (and often challenging) collaboration, over long periods of time. Focussed, specific skill sets are important, as is the ability for all collaborators to remain flexible.

We actively seek collaborative souls to work with us. Woven into collaboration is an empathy for the deep history of the company, the heritage and the integrity with which collaboration has led the company to such a tremendous position within arts, culture and science.

AUTHENTICITY

Each time we begin any of our programmes, we on-board new approaches and skills. ‘What we’ve done before’ doesn’t necessarily work. So, we are not monotheistic in our methodology. But it is core to our values to work with people who live their artistic and scientific lives through authenticity. There is space for everyone and every moderate idea in our organisation. An authentic approach directly links to our audience. We ask for authentic responses to our work. This leads to the robust core following enjoyed by curious directive.

GRAFT & CRAFT

Our CEO has spent 25,000 hours working in theatre. We work hard. We work smart. Due to the new ground we seek, there is an expectation that graft will be needed to achieve our goals. Whether driven by economic challenges or the new ground of the production, it is a core value to work hard. Craft is also an important part of our delivery beliefs. We understand that whilst we ask questions and propose a hypothesis, the answer or response will take craft. Even if it feels like the answers are clear, we will still craft and work, as it is never finished.

Director / Trustees' Report

DIRECTIVE

When we created the idea of 'curious directive', we were working with a neuroscientist who explained that the entire human condition, as far as we know, can be defined by 'curiosity' and direction, or 'directive'. Our directive gives us purpose, a direction of travel. We dream, but we deliver.

In our 16th year of curious directive, our core values have never been more important to follow.

curious directive – our Hypothesis

1. **What?** Everything within our programme engages and explores how theatre can reveal the wonders of science.
2. **How?** We work in ambitious, dynamic, and unexpected ways. We introduce audiences to science, theatre and technology and to build our community.
3. **Who?** We always prioritise unheard voices within our ever-growing cultural community.
4. **Where?** We work across a spectrum of hyper-local, national to international.
5. **Why?** We believe science can help us all navigate 21st century life – and that theatre is the best way to communicate these ideas.

curious directive – our blueprint

curious directive is the only theatre company in the UK solely offering a year-round theatre programme exclusively focused on science & society.

Since 2008, curious directive's core mission has been to create world-class theatre exploring life through the lens of science.

In 2024-25, with our flexible 417m² theatre-making space in Norwich, we have the engine room for our mission, exploring topics from astrophysics to zoology. These productions have toured to 125 venues reaching 250,000+ audience members regionally, nationally, and internationally.

Our 12 major productions have received 17 awards/nominations (including two Scotsman Fringe Firsts) with an international touring track-record across 11 countries, including world-renowned contemporary theatre festivals; from Melbourne to Hong Kong. Our work takes Norwich to the world.

Ten of our plays are published by Bloomsbury and our work is regularly described as 'cutting edge' and/or 'ground-breaking'.

We start all our productions with our future audiences, via our community-led Science Club model.

Our 2024-25 programme of activity summarised below, showcases our core activity, benefitting 5,000+ people across the year.

In shaping our activities for the year, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public Benefit: Running a Charity (PB2)'.

OUR 2024-25 CALENDER OF ACHIEVEMENTS

APRIL 2024: *Black Sheep*, our new production about farming in Norfolk, opened across seven shows in our theatre in Norwich. Sold out performances and invitations from venues across the UK to tour during 2025-26. Beneficiaries: 890

MAY-JULY 2024: Work began on *The Exoplanets*, a co-production with the City of London Sinfonia, Norfolk

Director / Trustees' Report
and Suffolk Music Hub, NASA and 7 composers.

Beneficiaries: 300

AUGUST 2024: *Botanical Garden Bar & Kitchen* ran all summer in the garden via an 'Events based model' We independently managed the enterprise, focusing on local produce, great food, and storytelling.

Beneficiaries: 3,300

SEPTEMBER – OCTOBER 2024: *Curious Cultures*; 'hands on' chemistry in Care Homes continues across Norfolk; from perfume making, natural ink making to 3D printing. In partnership with Royal Society of Chemistry.

Beneficiaries: 40

NOVEMBER 2024: curious directive began work on a new Science, Art and Technology festival by launching our first 'Tomorrow's World' event. We also began planning to tour our show *Deciphering* to five schools across the UK, in line with a national tour of *Black Sheep*.

Beneficiaries: 300

DECEMBER 2024: Our annual theatre workshops in the community included working with local asylum/refugee charities, Care Homes and St Martin's Housing Trust sharing and building participants' interest in Science.

Beneficiaries: 30

JANUARY 2025: The third year of our 3-week-long residencies called *Hypothesis retreats* for 3 independent theatre companies. We offered £1,000 grants, industry training surgeries and space to dream. Our 2024-25 companies included *Mechanimal*, *Saksi Bisou* and *Emballage Ensemble*.

Beneficiaries: 35

FEBRUARY 2024: Science Club; a night out in science. Intriguing areas of science are informally shared by a research scientist with a pint (or non-alcoholic drink) – for just £10. 2025 topics were 'An Introduction to Fungi' with Merlin Sheldrake, 'An Introduction to the Microbiome of Wild Animals' with Bushra Schuitemaker, 'An Introduction to AI' with Dr. Kate Devlin and 'An Introduction to Rock Pools' with Peter Barry (CEFAs).

Beneficiaries: 330

MARCH 2024: Development began on a new show HEARTWOOD, with NHS England, New Earth Theatre, The Lowry and Queen's Theatre Hornchurch.

Beneficiaries: 70

Total beneficiaries 2024-25: 5,295

Director / Trustees' Report

SOCIAL MEDIA FOLLOWING

We post regularly about our activities, particularly in Norwich.

Instagram: 2,300 followers

POLICIES

Policies for the 2024/25 year include (reviewed on a rolling basis):

1. Privacy Policy.
2. HR Policy (Disciplinary and Grievance Procedure).
3. Digital Policy and Action Plan.
4. Sexual Harassment - Code of Behaviour.
5. Environmental Policy and Action Plan.
6. Safeguarding Code and Practice.
7. Health and Safety Policy for all freelancers.
8. Creative Case for Diversity and Equalities Action Plan.
9. Updated Reserves Policy.
10. Data Collection Policy (internal).
11. Dignity and Respect at Work Policy.
12. Recruitment Policy.
13. Training and Development Policy.
14. Procurement Method Statement.
15. Maternity / Paternity / Shared Parental Leave Policy.

FINANCIAL REVIEW

As of 31 March 25, curious directive holds £63,000 in cash reserve. This amounts to just over 6 months of Core operating costs.

As a company now outside of Arts Council England (ACE) National Portfolio (a position we held 2018-2023), this has been accrued from significant international activity and made possible by diligent and shrewd financial management from our founder and CEO, Jack Lowe. It is noted reserves have become particularly important since the charity made the decision to reduce staffing costs in September 2022.

Our continued core funders (locally and nationally) underpin our significant core activity.

Given that our previous 5 years' turnover has been bolstered by core ACE funding, it is a tremendous feat to deliver a turnover of around £200,000. This was a quieter year (in terms of theatre production) and thus represents a year with a full wider programme, but only one theatre production in full delivery.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The charity is a company limited by guarantee.

The charity has a Chair and a further four Trustees who follow our Articles of Association as our governance document (updated in 2020).

Recruitment of Trustees takes place after open discussion between the Artistic Director and the Board of Trustees during quarterly Board meetings about gaps in our skillset. An Open Call is then published across diverse channels. All candidates are notified as to whether their application will be taken forward or not. For candidates who we feel fulfil the criteria, we initially approach with the offer of an informal meeting, followed by an invitation to observe a Board meeting. The appointment is then put to a vote in the Board meeting, followed by a signature and a number of documents shared with the new Board member.

CAPACITY

In 2024/25, our team reduced to 1.7 fte to ensure a robust, but slimline delivery team.

Director / Trustees' Report

SMALL COMPANY EXEMPTIONS

This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small companies.

This report was approved by the Board of Trustees on 29th November 2025

signed on their behalf by

A handwritten signature in black ink, appearing to read 'Kumiko Mendl', written in a cursive style.

*Kumiko Mendl
Chair,
curious directive*

Independent Examiner's Report

I report to the trustees on my examination of the financial statements of Curious Directive. ('the company') for the year ended 31 March 2025, which are set out on pages 2 to 13.

Responsibilities and basis of report

As the trustees of the company (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 company 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 your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145 (5)(b) of the 2011 Act.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the accounts. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently, I express no opinion as to whether the financial statements present a 'true and fair view' and my report is limited to those specific matters set out in the independent examiner's statement.

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 reasonable cause to believe that in any material respect:

1. accounting records were not kept in respect of the company 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 financial statements 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: Accounting and Reporting by Charities applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and 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.

Signed: 

Name: James Fordham

Name of applicable listed body: Certified Public Accountant's Association (CPAA)

ON BEHALF OF Fordham Finance Group LTD

Address: 86-90 Paul Street London, EC2A 4NE

Date: 26/11/2025

Curious Directive
(Limited by Guarantee)

Unaudited Consolidated Statement of Financial Activities
(including Income and Expenditure Account)
for the Year Ended 31 March 2025

	Notes	Unrestricted funds	Restricted funds	2025 Charity	Non-charitable trading subsidiary	2025 Total Group	Unrestricted funds	Restricted funds	2024 Charity
	2	£	£	£	£	£	£	£	£
Income and endowments from:									
Donations, grants and legacies - page 11		96,592	13,951	110,543	-	110,543	220,251	10,820	231,071
Charitable activities									
Theatre - page 11		52,648	-	52,648	-	52,648	56,914	-	56,914
Trading Activities		-	-	-	-	-	-	-	-
Investments		903	-	903	-	903	660	-	660
Other - TTR	3	32,000	-	32,000	-	32,000	57,578	-	57,578
Total		182,143	13,951	196,094	-	196,094	335,403	10,820	346,223
Expenditure on:									
Charitable activities:									
Theatre - page 12		179,751	11,057	190,808	-	190,808	275,241	19,969	295,210
Trading Activities		-	-	-	449	449	-	-	-
Total		179,751	11,057	190,808	449	191,257	275,241	19,969	295,210
Net income / (expenditure)	4	2,392	2,894	5,286	(449)	4,837	60,162	(9,149)	51,013
Transfers between funds	13, 14	-	-	-	-	-	-	-	-
Net movement in funds:		2,392	2,894	5,286	(449)	4,837	60,162	(9,149)	51,013
Reconciliation of funds:									
Total funds brought forward		212,675	12,906	225,580	8,994	234,575	152,513	22,055	174,568
Total funds carried forward	13, 14	215,066	15,800	230,866	8,545	239,412	212,675	12,906	225,580

The notes on pages 16 to 24 form an integral part of these financial statements.

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

curious directive
(Limited by Guarantee)

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Unaudited Consolidated Statement of Financial Activities
(including Income and Expenditure Account)
for the Year Ended 31 March 2025

	2025 Charity £	2024 Charity £
Income from donations, grants and legacies		
Grants	(12,968)	76,229
ACE NLPG funding	123,511	154,842
Other grants/funding	110,543	231,071
Total		
Income from charitable activities		
Theatre		
Theatre income and project specific funding		
Box office/fees/guarantees	32,689	39,560
SSSJ earned income	-	1,500
Other income/reimbursed expenses	19,959	15,854
Total	52,648	56,914

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(Limited by Guarantee)

Unaudited Consolidated Statement of Financial Activities
(including Income and Expenditure Account)
for the Year Ended 31 March 2025

	2025	2024
	Charity	Charity
	£	£
Expenditure on charitable activities		
Theatre		
Production costs		
Salaries	40,000	40,000
Wages	10,908	59,822
Fees	33,793	39,166
Social security costs	4,264	4,264
Pension costs	1,949	1,013
Production costs	12,926	37,897
SSSJ	32,520	39,216
Travel/accommodation/subsistence	8,117	23,891
Marketing/promotion	-	3,903
Production research/development	911	125
	145,389	249,297
 Support costs - page 11	 43,687	 43,031
Governance costs - page 11	1,732	2,882
	190,808	295,210

curious directive
(Limited by Guarantee)

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Unaudited Consolidated Statement of Financial Activities
(including Income and Expenditure Account)
for the Year Ended 31 March 2025

	2025 Charity £	£	2024 Charity £	£
Support and governance costs				
Support costs				
Office overheads				
Telephone/internet	704		700	
Insurance	6,219		5,577	
Repairs/maintenance	1,286		1,086	
Depreciation of production equipment	5,348		7,500	
Depreciation of fixtures/fittings/equipment	13,258		12,196	
Depreciation of vehicles	2,145		2,145	
		28,960		29,204
Administration costs				
Fees	1,978		5,163	
Training/development	3,921		-	
Travel/transport	1,304		1,133	
Computer/IT costs	-		723	
Printing/postage/stationery	465		542	
Advertising	20		-	
Subscriptions/licences	1,658		1,031	
Sundries	582		1,112	
		9,928		9,704
Professional/financial				
Bookkeeping/accountancy software	4,274		3,591	
Bank charges	525		532	
		4,799		4,123
		43,687		43,031
Governance costs				
Legal/professional	436		74	
Accountancy/consultancy	1,296		2,808	
		1,732		2,882
		45,419		45,913

curious directive
(Limited by Guarantee)

Unaudited Group and Charity Balance Sheet at 31 March 2025

	Note	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Fixed assets					
Tangible assets	9	18,682	18,682	39,433	39,433
Total fixed assets		<u>18,682</u>	<u>18,682</u>	<u>39,433</u>	<u>39,433</u>
Current assets					
Debtors	10	106,286	105,988	141,734	141,436
Cash at bank and in hand		122,606	122,606	110,170	110,170
Total current assets		<u>228,892</u>	<u>228,594</u>	<u>251,904</u>	<u>251,606</u>
Creditors: amounts falling due within one year	11	(8,163)	(16,411)	(56,763)	(65,459)
Net current assets		<u>220,729</u>	<u>212,184</u>	<u>195,140</u>	<u>186,147</u>
Creditors: amounts falling due After more than one year		-	-	-	-
Total net assets		<u>239,412</u>	<u>230,866</u>	<u>234,575</u>	<u>225,580</u>
The funds of the charity					
Unrestricted funds	13				
General fund		152,066	152,066	152,675	152,675
Designated fund		63,000	63,000	60,000	60,000
Non-charitable trading subsidiary		8,545	-	8,994	-
Restricted funds	14	15,800	15,800	12,906	12,906
Total funds		<u>239,412</u>	<u>230,866</u>	<u>234,575</u>	<u>225,580</u>

For the year ending 31 March 2025 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. No members have required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. However, in accordance with section 145 of the Charities Act 2011 the accounts have been examined by an independent examiner whose report appears on page 9. The Trustees acknowledge their responsibility for complying with the requirements of the Act with regard to accounting records and for the preparation of accounts.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. The unaudited financial statements on pages 10-24 were approved and authorised for issue by the trustees on 27/11/2025.



Kumiko Mendi
Chair

The notes on pages 14 to 23 form an integral part of these financial statements.

curious directive

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**Charity Cash Flow Statement
for the year ended 31 March 2025**

	Notes	2025 £	2024 £
Cash flows from operating activities	19	(35,254)	(5,560)
Cash flows from investing activities:			
Dividends, interest and rents from investments		903	660
Purchase of property, plant and equipment		-	-
Net cash provided by investment activities		903	660
Change in cash at bank and in hand in the reporting period		12,436	33,644
Cash at bank and in hand at the beginning of the reporting period		110,170	76,526
Cash at bank and in hand at the end of the reporting period		122,606	110,170

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2025**

1. Accounting policies

1.1. Basis of preparing the financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (issued October 2019) 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) - (Charities SORP (FRS 102)), and the Companies Act 2006.

The charity 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 notes.

1.2. Preparation of the accounts on a going concern basis.

The company is dependent on the continued support of grant aiding bodies. The trustees believe that the company will continue to receive this support and accordingly consider that it is appropriate to prepare the financial statements on the going concern basis.

1.3. Incoming resources

All incoming resources are included in the Statement of Financial Activities when:

- the charity is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

- Donations and legacies

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the charity must be used in future accounting periods, the income is deferred until those periods.
- when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

- Charitable activities

Theatre income - income from box office, performance fees and sundry other theatrical income is included in incoming resources in the period in which the relevant show takes place.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

curious directive

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2025

- Donated services and facilities

Donated services or facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity 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.

- Investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

1.4. Resources expended

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

- Costs of raising funds

Costs incurred in attracting donations, and those incurred in trading activities that raise funds.

- Charitable activities

Theatre production costs - costs incurred in production and running of productions toured in the year.

- Support costs

The administrative and overhead costs associated with running the office from which the company operates as well as governance costs. Support are wholly attributable to theatre production costs.

- Governance costs

Costs associated with the constitutional and statutory requirements of the charity.

1.5. Fund accounting

Funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1.6. Pensions

The company operates a defined contribution scheme for the benefits of its employees. contributions are recognised as expenditure when due.

**Notes to the Financial Statements
for the year ended 31 March 2025**

1.7. Tangible fixed assets and depreciation

Individual fixed assets costing £300 or more are capitalised at cost.

Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Plant and machinery	- 5 years straight line
Fixtures/fittings/equipment	- 5 years straight line
Motor vehicles	- 8 years straight line

1.8. Debtors

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

1.9. 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.

1.10. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.11. Financial Instruments

The charity 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.

1.12. Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually.

2. Incoming resources

The total incoming resources for the year have been derived from the principal activity undertaken wholly in the UK.

curious directive

(Limited by Guarantee)

Notes to the Financial Statements
for the year ended 31 March 2025

3. Other income

	2025 £	2024 £
Theatre Tax Relief (TTR)	<u>32,000</u>	<u>57,578</u>

4. Net income/(expenditure) for the year is
stated after charging:

	2025 £	2024 £
Depreciation of tangible fixed assets	20,751	21,842
Independent Examiners' remuneration		
- independent examination	1,200	1,200
- other services	<u>96</u>	<u>1,608</u>

5. Trustees' emoluments and reimbursed expenses

The trustees received no remuneration during the year (2024 - £nil).

The aggregated amount reimbursed to trustees during the year was £nil (2024 - £nil).

curious directive

(Limited by Guarantee)

Notes to the Financial Statements
for the year ended 31 March 2025

6. Staff costs and numbers	2025 £	2024 £
Staff costs		
Salaries and wages	50,908	99,822
Social security costs	4,264	4,264
Pension costs	1,949	1,013
	<u>57,121</u>	<u>105,099</u>

No employee earned £60,000 or more during the year (2024 - nil).

The key management personnel of the charity comprise the Trustees and the Senior Management Team. The total employee benefits of the key management personnel of the charity were £35,000 (2024 - £35,000).

Staff numbers

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	2025 Number	2024 Number
Production	<u>1.7</u>	<u>1.5</u>

7. Pension costs

The company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £1,949 (2024 - £1,013).

8. 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.

curious directive

(Limited by Guarantee)

Notes to the Financial Statements
for the year ended 31 March 2025

9. Fixed assets - tangible assets

	Production equipment £	Fixtures/ fittings/ equipment £	Motor vehicles £	Total £
Cost				
1 April 2024	37,504	66,288	17,163	120,955
Additions	-	-	-	-
31 March 2025	<u>37,504</u>	<u>66,288</u>	<u>17,163</u>	<u>120,955</u>
Depreciation				
1 April 2024	32,156	40,784	8,582	81,522
Charge for year	5,348	13,258	2,145	20,751
31 March 2025	<u>37,504</u>	<u>54,042</u>	<u>10,727</u>	<u>102,273</u>
Net book values				
31 March 2025	-	12,246	6,436	18,682
31 March 2024	<u>5,348</u>	<u>25,504</u>	<u>8,582</u>	<u>39,433</u>

10. Debtors

	2025 £	2024 £
Trade debtors	7,000	-
Other debtors	5,492	24,299
Prepayments and accrued income	93,496	117,137
	<u>105,988</u>	<u>141,436</u>

11. Creditors: amounts falling due
within one year

	2025 £	2024 £
Trade creditors	805	28,806
Other taxation/social security	3,852	13,917
Other creditors	1,105	10,621
Loans to related parties	10,649	-
Accruals	-	12,115
	<u>16,411</u>	<u>65,459</u>

curious directive

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2025**

12. Limited by guarantee

The private limited company is registered in EW - England & Wales, is limited by guarantee and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £10, to the company should it be wound up. At 31 March 2025 there were 7 members.

13. Unrestricted funds	Brought forward	Income	Expenditure	Transfers	Carried Forward
	£	£	£	£	
General fund	152,675	182,143	179,751	(3,000)	152,066
Designated Fund	60,000	-	-	3,000	63,000
Total	212,675	182,143	179,751	-	215,066

14. Restricted Funds

	Brought Forward	Income	Expenditure	Carried Forward
	£	£	£	£
Fixed Assets	12,906	-	7,149	5,757
NHSBT	-	9,839	3,908	5,931
Sylvia Waddilove	-	2,000	-	2,000
Royal Society of Chemistry	-	2,112	-	2,112
	12,906	13,951	11,057	15,800

Fixed assets

This fund consists of grants/donations received specifically for the purchase of fixed assets. The funds are transferred to the general fund over the expected useful life of the assets.

National Health Service Blood & Transplant (NHSBT)

This grant is to enable a series of community workshops exploring organ donation.

Sylvia Waddilove Foundation UK

This grant is towards new 'blackout' blinds.

Royal Society of Chemistry

This grant is towards Curious Cultures workshops.

curious directive

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2025**

15. Analysis of net assets between funds

	Unrestricted Funds	Restricted Funds	Charity 2025
	£	£	£
Tangible Fixed Assets	12,925	5,757	18,682
Net Current Assets	202,141	10,043	212,184
Long Term Liabilities	-	-	-
	<u>215,066</u>	<u>15,800</u>	<u>230,866</u>

16. Related party transactions

During the year, the Charity operated trading activities through a wholly owned subsidiary (CURIOUS DIRECTIVE ENTERPRISES LTD Company number 14098239). At the end of the period the charity owed its subsidiary £10,649 as an interest free loan repayable on demand.

17. Reconciliation of net income/(expenditure) to net cashflow from operating activities

	2025	2024
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	4,837	(56,782)
Depreciation	(20,751)	(20,261)
Dividends, interest and rents from investments	(903)	(660)
(Increase)/decrease in debtors	35,448	(77,839)
Increase/(decrease) in creditors	(49,048)	38,629
Net cash inflow from operating activities	<u>(11,085)</u>	<u>(60,131)</u>

Accounts

Company number: 07287464
Charity number: 1144025

curious directive
(Limited by Guarantee)
Group Report and unaudited
Financial Statements for the year
ended 31 March 2024

Fordham Finance Group LTD
Certified Public Accountants
86-90 Paul Street
London EC2A 4NE

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COMPANIES HOUSE

curious directive
(Limited by Guarantee)
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Constitution

The company is a private company limited by guarantee registered in EW - England and Wales, company number 07287464 and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 1144025.

Directors and trustees

As set out in the Articles of Association membership is open to individuals and organisations who apply to the charity in the form required by the directors and who are approved by the directors. The minimum number of members is three.

Policies and procedures adopted for the induction and training of trustees are ongoing and incorporated indirectly into the regular trustees meetings.

The Trustees/directors during the year and since the year end, were:

Stephen Crocker	<i>resigned as Chair 13 March 2024 (6 years' service)</i>
Tiernan Fitzgibbon	
Joana Gana	
Oliver Hester	
Kumiko Mendl (Chair)	<i>appointed as Chair 13 March 2024</i>
Petia Tzanova	

Artistic Director and Chief Executive

Jack Lowe

Independent examiners

Fordham Finance Group LTD

Bankers

Barclays Bank, 5 - 7 Red Lion Street, Norwich NR1 3QH.

Registered office and operation address

St Simon and St Jude Church, 49 Elm Hill, Norwich NR3 1HG.

curious directive
(Limited by Guarantee)

Trustees' Report

The director and trustees present their annual report together with the financial statements of the charity for the period ending 31 March 2024 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. The reference and administrative details set out on page 1 form part of this report. The financial statements comply with Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association 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).

curious directive - Principal activity

curious directive's principal activity was the delivery of an annual programme of theatre and science projects, with a particular focus expanding the local, national and international impact of the charity – based in a theatre-making space in central Norwich. Since 2008, curious directive's core mission has been to create world-class theatre exploring life through the lens of science.

'curious directive are at the top of their game'
– *Lyn Gardner, The Stage (2024)*

curious directive – our Mission

curious directive's mission is to explore theatre through the lens of science.

curious directive – Our 5 core values

Our core values have been iteratively discovered. They have emerged from decision-making within governance, recruitment, rehearsal rooms and interaction with our communities. Our core values guide us to make decisions with accuracy and integrity.

1 CURIOSITY

Curiosity is the hand that connects audiences to our work. Without **curiosity**, we are lost. **Curiosity** is at the epicenter of our organisation. **Curiosity** encapsulates the infinite possibility of our work; a culture of inquiry and exploration. Our organisational culture is founded on the search for (new) knowledge, and science, the scientific method, would also be lost without curiosity.

2 COLLABORATION

Our theatre productions are created with large teams, over long periods of time. Our skills become interdependent. A **collaborative** culture, which is highly communicative, honest and open, has given rise to our highly respected portfolio of theatre productions and programmes of work spanning 15+ years. Our process starts with a 'Science Club', where we invite our community into our process from the very beginning. Science Club is a calling-card for our collaborative culture and belief that many voices are more representative of an idea than one.

3 AUTHENTICITY

Every creation process at curious directive is different – it requires new approaches and skills, responding in a highly dynamic and inclusive way, offering up new sets of principles. However, it is vital to us that the people we work with are **authentic** to themselves and their beliefs. There is space for everyone and every moderate idea in our organisational culture. Our **authentic** approach directly links to our audience and our expectations of a shared experience together.

4 GRAFT & CRAFT

Our CEO has spent c.22,000 hours working in/on/for theatre, progressing curious directive, but also the value of theatre in 21st century society. Thinking deeply about why theatre matters today. We work hard. We work smart. With very little resource, we must. Due to the new ground we seek to explore, there is an expectation, within our organisational culture, that **graft** will be needed to achieve our goals. New ideas feel risky to those who haven't lived through them. To others, like the people in our organisation who explore them, new ideas feel vibrant and life-affirming. Interlocked with graft, in rhyme and need, is **craft**. Theatrical shape, structure, tone and iteration are splinters of **craft**. Like collaborative sculptures, we pull away at our material, revealing a new beauty.

5 DIRECTIVE

We define a **directive** as an utterance, powerful as it is, that tells someone to do something. **Directive** is about delivering the ambition and quality of our work. A rigorous, inventive and high standard of delivery since 2008. **Directive** is also a founding principle. When we created the concept of our mission 'curious **directive**', we were working with a neuroscientist who explained that the entire human brain, as far as we know, can be defined by 'curiosity' and 'direction', or '**directive**'. It's what the human brain does, to absorb and then make meaning, to achieve purpose in life. Our first core value is therefore Curiosity, and our final value is **Directive**; curious directive is a dream, and an utterance.

'curious directive are theatre pioneers' - *The Telegraph*

curious directive – our Hypothesis

What? Everything we do within our programme engages and explores how narrative theatre can reveal the wonders of science.

How? We work in ambitious, dynamic, and unexpected ways. We introduce audiences to science, theatre and new technology to build our community.

Who? We always prioritise unheard voices within our ever-growing cultural community.

Where? We work across a spectrum from hyper-local to international - as part of an interconnected approach to our national presence.

Why? We believe science can help us all navigate 21st century life – and that theatre is the best way to communicate these ideas.

curious directive

curious directive is the only theatre company in the UK solely offering a year-round theatre programme exclusively focused on science & society. Since 2008, curious directive's core mission has been to create world-class theatre exploring life through the lens of science. In 2023, we celebrated our 15th birthday party with former, current and future collaborators – spanning freelance theatre-makers, funders, science institutions, audiences and more.

In 2023-24, with our flexible 417m² theatre-making space in Norwich, we have the engine room for our mission, exploring topics from astrophysics to zoology. Our productions have toured to 125 venues reaching 250,000+ audience members regionally, nationally, and internationally.

Our 11 major productions have received 17 awards/nominations (including two Scotsman Fringe Firsts) with an international touring track-record across 11 countries, including world-renowned contemporary theatre festivals; from Melbourne to Hong Kong. Eight of our plays are published by Methuen, and our work is regularly described as 'cutting-edge' and/or 'ground-breaking'. We start all our productions with our future audiences, via our community-led, Science Club model. Our work takes Norwich to the world.

Our 2023-24 programme of activity, summarised below, showcases our core programme of activity, which reaches 12,000+ people across the year.

In shaping our activities for the year, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public Benefit: Running a Charity (PB2)'.

curious directive – OUR 2023-24 CALENDER OF ACHIEVEMENTS

Our calendar of achievements exemplifies the diverse range of work curious directive delivers. In 2023-24, we delivered science inspired learning for ages 8-98 – offering genuinely unique activities.

APRIL 2023: Curious Cultures; 'hands on' chemistry in Care Homes continued across Norfolk; from perfume making, natural ink making to 3D printing. In partnership with Black Swan Care Group. Beneficiaries: 230

MAY-JULY 2023: Gastronomic, a revival about Gastrophysics, ran for 7 weeks in our Main House theatre in Norwich. We extended the run of the show twice - with a total of 47 performances, breaking the record for the longest professionally running show in Norwich. A team of 16 delivered the show across Front of House, acting company, creative team and culinary team, delivering the 7-course tasting menu which forms the central drive of the narrative.

Beneficiaries: 4,890

AUGUST 2023: Botanical Garden Bar & Kitchen ran all summer in the garden via an 'Events based model' We independently managed the enterprise, focusing on local produce, great food, and storytelling.

Beneficiaries: 3,300

SEPTEMBER 2023: Following on from our highly successful 'An Introduction to Water Wars' Science Club in 2022, we delivered a week-long Research and Development at the National Theatre in London for our new show BLACK SHEEP. We also celebrated our 15th Birthday Party in our garden in Norwich, and at New Diorama Theatre in London.

Beneficiaries: 40

OCTOBER 2023: curious directive was in residence at the Hopkins Center for the Arts in USA, touring our show FROGMAN and developing a new production for 2026.

Beneficiaries: 2,450

NOVEMBER 2023: curious directive began work on a new Science, Art and Technology festival by launching our first 'Tomorrow's World' event. We also toured our show DECIPHERING to three Norfolk schools across King's Lynn, Norwich and Great Yarmouth.

Beneficiaries: 300

DECEMBER 2023: Our annual theatre workshops in the community included working with local asylum/refugee charities, Care Homes and St Martin's Housing Trust sharing and building participant's interest in Science.

Beneficiaries: 30

JANUARY 2024: The second year of our three, week-long residencies called HYPOTHESIS retreats for three independent theatre companies. We offered £1,000 grants, industry training surgeries and space to dream. Our 2023-24 companies were *KlangHaus*, *In Bed with My Brother and Emma* and *PJ*.

Beneficiaries: 35

FEBRUARY 2024: Science Club; a night out in science. Intriguing areas of science were informally shared by a research scientist with a Pizza, Pint (or non-alcoholic drink) – for £10. 2024 topics were 'An Introduction to

Ornithology' with the RSPB & 'An Introduction to Exoplanets' with Prof. Ruth Angus from New York Museum of Natural History, co-hosted with City of London Sinfonia.

Beneficiaries: 830

MARCH 2024: Rehearsals began for the premiere of our show BLACK SHEEP.

Beneficiaries: 40 (ahead of public performances in April 24, as part of 24-25 financial year.)

Total beneficiaries 2023-24: 12,145

Total audience (digital) 2023-24: 76,000 (44,000 webpage views)

SOCIAL MEDIA FOLLOWING

We post regularly about our activities, particularly in Norwich.

Instagram: 2,300 followers

X: curious directive took the decision to pause posting on 'X' during the 23-24 financial year. We were one of the very first to do so. The values of X have increasingly become misaligned with our core values – as outlined above.

ENVIRONMENTAL RESPONSIBILITY

curious directive has continued its sector-leading work in pursuit of net zero. Our creation space became a Julie's Bicycle 4* rated building – led by our CEO who himself holds an MSc in Environmental Science. Our work engages with the Theatre Green Book but also works to explore the gaps in the top-down thinking offered from this approach. Our accreditations include Carbon Charter accreditation and our historical Capital works have included installing air-source heat pumps and purchasing (and now hiring out) our electric van. We have therefore supported our Environmental Policy with a clear, delivered action plan. The inclusion of environmental themes within the work itself is also commendable. In 23-24 we have been working directly with farmers, who are at the razor-edge of climate change in England. There's hardly a group more in need of amplification when it comes to these topics. We have also provided, in-kind, consultancy to NPOs, in need of some creativity and guidance in the exploration of these topics and themes.

POLICIES

We review our Policies at our AGM. These policies provide us with operational documents for a robust delivery of our programme. They lower risk for all involved in delivering our Charitable activities.

Policies for the 2023/24 year include (reviewed at AGM):

1. Privacy Policy.
2. HR Policy (Disciplinary and Grievance Procedure).
3. Digital Policy and Action Plan.
4. Sexual Harassment - Code of Behaviour.
5. Environmental Policy and Action Plan.
6. Safeguarding Code and Practice.
7. Health and Safety Policy for all freelancers.
8. Creative Case for Diversity and Equalities Action Plan.
9. Updated Reserves Policy.
10. Data Collection Policy (internal).
11. Dignity and Respect at Work Policy.
12. Recruitment Policy.
13. Training and Development Policy.
14. Procurement Method Statement.
15. Maternity / Paternity / Shared Parental Leave Policy.

FINANCIAL REVIEW

As of 31 March 24, curious directive holds £60,000 in cash reserve (designated funds). This amounts to just under 9 months of Core operating costs. This figure of £60,000 'designated funds' has been accumulated from significant international activity and made possible by diligent and shrewd financial management from our founder and CEO, Jack Lowe. Our core funders (locally and nationally) underpin our significant core activity.

'CORE' FUNDING

The 23-24 annual charitable activity is financially 'core'-supported by both local authorities (Norwich City Council and Norfolk County Council), as well as by Norwich Freeman's Charity, Garfield Weston Foundation & The Fenton Arts Trust. This is a significant addition to curious directive's fundraising achievements. This adjustment has been vital as curious directive was, between 2018-23, an Arts Council England National Portfolio (NPO). Whilst our NPO grant was a modest £91,471/year during that tenure (and only around 20% turnover), the continuation and flourishing of curious directive's programme of work, post-NPO, in this 23-24 year, cannot be underestimated. Our activities continue to align with the core strategy of Arts Council England's 10-year Strategy, 'Let's Create', as evidenced by the on-going support for the company via the National Lottery Project Grants funding stream. The Trustees note that curious directive is unique in the England arts sector as one of very few remaining independent professional theatre companies who have weathered three funding landscapes with Arts Council England – all with diverse challenges. (1) 2008-2017 supported solely via NLPG; (2) 2018-2023 via NPO and (3) 23-24 again as NLPG. Since 2008, the accrued experience of governance, leadership and delivery-knowledge has enabled curious directive to flourish, despite the challenging circumstances. The charities' dynamism cannot be underestimated or emphasised enough. The trustees note how ACE have lost a regional beacon; an independent theatre company with distinct and notable integrity, and much respected across the cultural sector and with our audiences. The trustees also note the peculiar situation that the on-going support for curious directive from ACE is almost at the same levels of investment as when the charity was an NPO. The allyship is clearly there in both directions between curious directive and ACE. In the future, there will be more opportunities for curious directive to support ACE in their evolving vision for 'Let's Create'. Equally, ACE will have the opportunity to offer security to curious directive, one of the East of England's leading lights in theatre - and we look forward to a continued forensic analysis of this in due course.

TURNOVER

The trustees note that, given our previous 5 years' turnover have been supported by core ACE funding, it is a tremendous feat to deliver a turnover approaching £400,000. This is, in part, due to the phenomenal success of our revival production of *Gastronomic*, playing for 47 sold-out shows in Norwich. This production, from an initial investment of £30,000 from ACE in 2018-19, has now turned over £380,000 in arts income/expenditure. There is a similar story across numerous curious directive productions since 2008. This observation evidences how ACE's seed-support for curious directive can generate significant artistic and financial benefits in return. In 23-24, not only did this secure our year of activity, but the success of *Gastronomic* also clearly evidences the pride held in the company by our community/audiences across Norwich, Norfolk and beyond. Customers were willing to go to the theatre to support curious directive specifically – in a landscape too often painted as difficult and challenging.

FINANCIAL CONTROLS

Financial management is clearly defined at operational and board level. Global budgets (core and projects) are set and approved by the Board in the Q4 Board meeting. Our finance sub-committee interrogates Management Accounts quarterly and deliver reports for each board meeting. Our CEO works closely with freelance Book keeper, Kate Sarley, to interrogate our position.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The charity is a company limited by guarantee.

The charity has a Chair and a further four Trustees who follow our Articles of Association as our governance document (updated in 2020).

Recruitment of Trustees takes place after open discussion between the CEO and the Board of Trustees during quarterly Board meetings following an annual skills audit. An Open Call then is published across diverse online media channels. The process of recruitment begins with an initial approach to an individual who has applied, followed by an informal meeting (R1) with the CEO and two Trustees, followed by further meeting with the CEO again and a different Trustee (R2). Finally, on the offer of a place as a Trustee, candidates are invited to observe a Board meeting. The appointment is then put to a vote in the Board meeting, followed by a signature and a number of documents shared with the new Board member including numerous 'Welcome' packs, previous papers and training (where required).

The trustees are delighted to take this opportunity to thank our out-going Chair, Stephen Crocker, for his selfless and robust dedication to curious directive's mission since 2018. Stephen helped steer curious directive through the tremendously the difficult times of Covid-19, encouraging the leadership to continue to think in new, entrepreneurial ways. A heartfelt thanks to Stephen. We also welcome Kumiko Mendl, who steps up as Chair of curious directive. Kumiko has served on the Board of curious directive for a number of years. She has previously been AD/CEO of New Earth Theatre. As such, her welcome guidance to Jack, also an AD/CEO, has offered new perspectives on the delivery of our charitable aims. There have been robust and exhilarating discussions around re-igniting our touring practice (funding dependent), continuing to celebrate our community-driven creation process and much more. Jack Lowe and Kumiko Mendl look forward to a visionary chapter together as they explore future programmes and new Trustees.

RISK MANAGEMENT

A 'Risk Register' document has been proposed and installed by our new Chair, Kumiko Mendl. Our board of Trustees considers all our activity through this thoughtful and practical lens. This is an internal document which, linked with our core values, helps us navigate all aspects of the charity.

CAPACITY

As of 31 March 2024, our leadership team has been reduced to 1.5fte for 18 months. Originally instigated to ensure a robust, but slimline delivery team, it is noted by the Trustees how the CEO is now joined, as of February 2023, across all programmes, by a freelance Assistant Producer, Molly Farley. Molly has been provided with an excellent developmental pathway. Molly is an emerging, Norwich-based theatre producer. As such, curious directive, yet again, is a training ground for future arts leaders. The trustees note, as an example, the rise of independent producer Francesca Moody, who was an Executive Producer for curious directive across two financial years and remains a friend of the company, as she excels with her new company. The trustees also note the achievements of Natalie Songer, with the company for over three years, who now works as a Senior Manager in another leading arts institution in Norwich. Aspirations to grow the capacity of the company to a level of 4.0fte are in the pipeline. This increase in capacity does not represent a desire to increase overall activity, but rather to provide a more sustainable framework and free up our CEO to focus on future-thinking ahead of our 20th year.

SMALL COMPANY EXEMPTIONS

This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small companies. This report was approved by the Board of Trustees on **11.12.2024** and signed on their behalf by

Kumiko Mendl



Chair, curious directive

Independent Examiner's Report

I report to the trustees on my examination of the financial statements of curious directive. ('the company') for the year ended 31 March 2024, which are set out on pages 2 to 14.

Responsibilities and basis of report

As the trustees of the company (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 company 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 your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145 (5)(b) of the 2011 Act.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the accounts. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently, I express no opinion as to whether the financial statements present a 'true and fair view' and my report is limited to those specific matters set out in the independent examiner's statement.

Independent examiner's statement

Since the consolidated gross income did not exceed £250,000 your examiner does not need to be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Certified Public Accountants Association, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the company 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 financial statements 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: Accounting and Reporting by Charities applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and 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.

Signed: 

Name: James Fordham

Name of applicable listed body: Certified Public Accountant's Association (CPAA)

ON BEHALF OF Fordham Finance Group LTD

Address: 86-90 Paul Street London, EC2A 4NE

Date: 15/12/2024

curious directive
(Limited by Guarantee)

Unaudited Consolidated Statement of Financial Activities
(including Income and Expenditure Account)
for the year ended 31 March 2024

	Notes	Unrestricted funds	Restricted funds	2024 Charity	Non-charitable trading subsidiary	2024 Total funds	Unrestricted funds	Restricted funds	2023 Charity
	2	£	£	£	£	£	£	£	£
Income and endowments from:									
Donations, grants and legacies - page 11		220,251	10,820	231,071	-	231,071	135,534	29,456	164,990
Charitable activities									
Theatre - page 11		56,914	-	56,914	-	56,914	67,421	-	67,421
Trading Activities		-	-	-	22,345	22,345	-	-	-
Investments		660	-	660	-	660	3	-	3
Other - TTR	3	57,578	-	57,578	-	57,578	32,539	-	32,539
Total		335,403	10,820	346,223	22,345	368,568	235,497	29,456	264,953
Expenditure on:									
Charitable activities:									
Theatre - page 12		275,241	19,969	295,210	-	295,210	170,087	49,298	219,385
Trading Activities		-	-	-	16,576	16,576	-	-	-
Total		275,241	19,969	295,210	16,576	311,786	170,087	49,298	219,385
Net income / (expenditure)	4	60,162	(9,149)	51,013	5,769	56,782	65,410	(19,842)	45,568
Transfers between funds	15, 16	-	-	-	-	-	-	-	-
Net movement in funds:		60,162	(9,149)	51,013	5,769	56,782	65,410	(19,842)	45,568
Reconciliation of funds:									
Total funds brought forward		152,513	22,055	174,568	3,225	177,793	87,103	41,897	129,000
Total funds carried forward	15, 16	212,675	12,906	225,580	8,994	234,575	152,513	22,055	174,568

The notes on pages 16 to 24 form an integral part of these financial statements.

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

curious directive
(Limited by Guarantee)

Unaudited Consolidated Statement of Financial Activities
(including Income and Expenditure Account)
for the year ended 31 March 2024

	2024 Charity £	2023 Charity £
Income from donations, grants and legacies		
Grants	76,229	91,471
ACE NLPG funding		
Other grants/funding	154,842	73,519
Total	231,071	164,990
Income from charitable activities		
Theatre		
Theatre income and project specific funding		
Box office/fees/guarantees	39,560	63,060
SSSJ earned income	1,500	981
Other income	15,854	3,380
Total	56,914	67,421

curious directive
(Limited by Guarantee)

Unaudited Consolidated Statement of Financial Activities
(including Income and Expenditure Account)
for the year ended 31 March 2024

	2024	2023
	Charity	Charity
	£	£
Expenditure on charitable activities		
Theatre		
Production costs		
Salaries	40,000	68,255
Wages	59,822	19,548
Fees	39,166	12,458
Social security costs	4,264	7,553
Pension costs	1,013	1,446
Production costs	37,897	18,270
SSSJ	39,216	37,078
Travel/accommodation/subsistence	23,891	4,631
Marketing/promotion	3,903	535
Production research/development	125	411
	249,297	170,183
Support costs - page 13	43,031	46,226
Governance costs - page 13	2,882	2,976
	295,210	219,385

curious directive
(Limited by Guarantee)

Unaudited Consolidated Statement of Financial Activities
(including Income and Expenditure Account)
for the year ended 31 March 2024

	2024		2023	
	Charity		Charity	
	£	£	£	£
Support and governance costs				
Support costs				
Office overheads				
Telephone/internet	700		774	
Insurance	5,577		5,634	
Repairs/maintenance	1,086		2,888	
Depreciation of production equipment	7,500		7,500	
Depreciation of fixtures/fittings/equipment	12,196		12,196	
Depreciation of vehicles	2,145		2,145	
		29,204		31,137
Administration costs				
Fees	5,163		4,253	
Training/development	-		188	
Travel/transport	1,133		2,581	
Computer/IT costs	723		-	
Printing/postage/stationery	542		234	
Advertising	-		-	
Subscriptions/licences	1,031		1,022	
Sundries	1,112		250	
		9,704		8,528
Professional/financial				
Bookkeeping/accountancy software	3,591		5,270	
Bank charges	532		1,291	
		4,123		6,561
		43,031		46,226
Governance costs				
Legal/professional	74		408	
Accountancy/consultancy	2,808		2,568	
		2,882		2,976
		45,913		49,202

curious directive
(Limited by Guarantee)
Registration number 07287464
Unaudited group and charity balance sheet at 31 March 2024

	Note	Group 2024 £	Charity 2024 £	Charity 2023 £
Fixed assets				
Tangible assets	9	39,433	39,433	61,275
Total fixed assets		<u>39,433</u>	<u>39,433</u>	<u>61,275</u>
Current assets				
Debtors	10	141,734	141,436	63,597
Cash at bank and in hand		110,170	110,170	76,526
Total current assets		<u>251,904</u>	<u>251,606</u>	<u>140,123</u>
Creditors: amounts falling due within one year	11	<u>(56,763)</u>	<u>(65,459)</u>	<u>(26,830)</u>
Net current assets		<u>195,140</u>	<u>186,147</u>	<u>113,293</u>
Creditors: amounts falling due After more than one year	12	-	-	-
Total net assets		<u>234,575</u>	<u>225,580</u>	<u>174,568</u>
The funds of the charity				
Unrestricted funds	15			
General fund		152,675	152,675	101,513
Designated fund		60,000	60,000	51,000
Non-charitable trading subsidiary		8,994	-	-
Restricted funds	16	<u>12,906</u>	<u>12,906</u>	<u>22,055</u>
Total funds		<u>234,575</u>	<u>225,580</u>	<u>174,568</u>

For the year ending 31 March 2024 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. No members have required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. However, in accordance with section 145 of the Charities Act 2011 the accounts have been examined by an independent examiner whose report appears on page 9. The Trustees acknowledge their responsibility for complying with the requirements of the Act with regard to accounting records and for the preparation of accounts.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. The unaudited financial statements on pages 10-24 were approved and authorized for issue by the trustees on 11/ 12 /2024.



Kumiko Mendi
Chair

The notes on pages 15 to 24 form an integral part of these financial statements.

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(Limited by Guarantee)

**Charity Cash Flow Statement
for the year ended 31 March 2024**

	Notes	2024 £	2023 £
Cash flows from operating activities	19	<u>(5,560)</u>	<u>18,310</u>
Cash flows from investing activities:			
Dividends, interest and rents from investments		660	3
Purchase of property, plant and equipment		-	-
Net cash provided by investment activities		<u>660</u>	<u>3</u>
Change in cash at bank and in hand in the reporting period		<u>33,644</u>	<u>73,451</u>
Cash at bank and in hand at the beginning of the reporting period		<u>76,526</u>	<u>3,075</u>
Cash at bank and in hand at the end of the reporting period		<u><u>110,170</u></u>	<u><u>76,526</u></u>

**Notes to the Financial Statements
for the year ended 31 March 2024**

1. Accounting policies

1.1. Basis of preparing the financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (issued October 2019) 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) - (Charities SORP (FRS 102)), and the Companies Act 2006.

The charity 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 notes.

1.2. Preparation of the accounts on a going concern basis.

The company is dependent on the continued support of grant aiding bodies. The trustees believe that the company will continue to receive this support and accordingly consider that it is appropriate to prepare the financial statements on the going concern basis.

1.3. Incoming resources

All incoming resources are included in the Statement of Financial Activities when:

- the charity is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

- Donations and legacies

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the charity must be used in future accounting periods, the income is deferred until those periods.
- when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

- Charitable activities

Theatre income - income from box office, performance fees and sundry other theatrical income is included in incoming resources in the period in which the relevant show takes place.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

curious directive

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2024

- Donated services and facilities

Donated services or facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity 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.

- Investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

1.4. Resources expended

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

- Costs of raising funds

Costs incurred in attracting donations, and those incurred in trading activities that raise funds.

- Charitable activities

Theatre production costs - costs incurred in production and running of productions toured in the year.

- Support costs

The administrative and overhead costs associated with running the office from which the company operates as well as governance costs. Support are wholly attributable to theatre production costs.

- Governance costs

Costs associated with the constitutional and statutory requirements of the charity.

1.5. Fund accounting

Funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1.6. Pensions

The company operates a defined contribution scheme for the benefits of its employees. contributions are recognised as expenditure when due.

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2024**

1.7. Tangible fixed assets and depreciation

Individual fixed assets costing £300 or more are capitalised at cost.

Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Plant and machinery	- 5 years straight line
Fixtures/fittings/equipment	- 5 years straight line
Motor vehicles	- 8 years straight line

1.8. Debtors

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

1.9. 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.

1.10. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.11. Financial Instruments

The charity 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.

1.12. Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually.

2. Incoming resources

The total incoming resources for the year have been derived from the principal activity undertaken wholly in the UK.

curious directive

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2024**

3. Other income	2024	2023
	£	£
Theatre Tax Relief (TTR)	<u>57,578</u>	<u>32,539</u>
4. Net income/(expenditure) for the year is stated after charging:	2024	2023
	£	£
Depreciation of tangible fixed assets	21,842	21,842
Independent Examiners' remuneration		
- independent examination	1,200	1,200
- other services	<u>1,608</u>	<u>1,368</u>

5. Trustees' emoluments and reimbursed expenses

The trustees received no remuneration during the year (2023 - £nil).

The aggregated amount reimbursed to trustees during the year was £nil (2023 - £nil).

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(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2024**

6. Staff costs and numbers	2024 £	2023 £
Staff costs		
Salaries and wages	99,822	87,803
Social security costs	4,264	7,553
Pension costs	1,013	1,446
	<u>105,099</u>	<u>96,902</u>

No employee earned £60,000 or more during the year (2023 - nil).

The key management personnel of the charity comprise the Trustees and the Senior Management Team. The total employee benefits of the key management personnel of the charity were £35,000 (2023 - £35,000).

Staff numbers

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	2024 Number	2023 Number
Core (Fte)	<u>1.5</u>	<u>2</u>

7. Pension costs

The company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £1,013 (2023 - £1,446).

8. 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.

curious directive

(Limited by Guarantee)

Notes to the Financial Statements
for the year ended 31 March 2024

9. Fixed assets - tangible assets

	Production equipment £	Fixtures/ fittings/ equipment £	Motor vehicles £	Total £
Cost				
1 April 2023	37,504	66,288	17,163	120,955
Additions	-	-	-	-
31 March 2024	37,504	66,288	17,163	120,955
Depreciation				
1 April 2023	24,656	28,588	6,436	59,680
Charge for year	7,500	12,196	2,145	21,841
31 March 2024	32,156	40,784	8,582	81,522
Net book values				
31 March 2024	5,348	25,504	8,582	39,433
31 March 2023	12,848	37,700	10,727	61,272

10. Debtors

	2024 £	2023 £
Trade debtors	-	1,143
Other debtors	24,299	7,047
Prepayments and accrued income	117,137	55,407
	141,436	63,597

11. Creditors: amounts falling due
within one year

	2024 £	2023 £
Trade creditors	28,806	4,119
Other taxation/social security	13,917	4,902
Other creditors	10,621	1,110
Loans to related parties	-	4,584
Accruals	12,115	12,115
Deferred income (note 13)	-	-
	65,459	26,830

curious directive

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2024**

**12. Creditors: amounts falling due
after more than one year**

2024 £	2023 £
-	-
<u> </u>	<u> </u>

Loan

13. Deferred income

£

Balance at 1 April 2023

-

Amount deferred in the year

-

Balance at 31 March 2024

-

Deferred income relates theatre income received in advance.

14. Limited by guarantee

The private limited company is registered in EW - England & Wales, is limited by guarantee and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £10, to the company should it be wound up. At 31 March 2024 there were 7 members.

15. Unrestricted funds	Brought forward £	Income £	Expenditure £	Transfers £	Carried Forward
General fund	101,513	335,403	275,241	(9,000)	152,675
Designated Fund	51,000	-	-	9,000	60,000
Total	<u>152,513</u>	<u>335,403</u>	<u>275,241</u>	<u>-</u>	<u>212,675</u>

curious directive

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2024**

16. Restricted funds

	Brought Forward	Income	Expenditure	Carried Forward
	£	£	£	£
Fixed Assets	20,055	-	7,149	12,906
Fenton Art	-	3,000	3,000	-
Feudal R&D	-	7,820	7,820	-
Gastronomic	2,000	-	2,000	-
	<u>22,055</u>	<u>10,820</u>	<u>19,969</u>	<u>12,906</u>

Fixed assets

This fund consists of grants/donations received specifically for the purchase of fixed assets. The funds are transferred to the general fund over the expected useful life of the assets.

The balance at 31 March 2024 is attributable to:

	£
Production equipment	12,906
	<u>12,906</u>

Fenton Art Trust

Funds received towards Hypothesis retreats.

Gastronomic

Funds received towards workshops with asylum seekers & refugees.

curious directive

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2024**

17. Analysis of net assets between funds

	Unrestricted Funds	Restricted Funds	Charity 2024
	£	£	£
Tangible Fixed Assets	26,527	12,906	39,433
Net Current Assets	186,148	-	186,148
Long Term Liabilities	-	-	-
	<u>212,675</u>	<u>12,906</u>	<u>225,580</u>

curious directive

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2024**

18. Related party transactions

During the year, the Charity operated trading activities through a wholly owned subsidiary (CURIOUS DIRECTIVE ENTERPRISES LTD Company number 14098239). At the end of the period the charity owed its subsidiary £4,584 as an interest free loan repayable on demand

19. Reconciliation of net income/(expenditure) to net cashflow from operating activities

	2024	2023
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(6,566)	11,455
Depreciation	(20,261)	(21,842)
Dividends, interest and rents from investments	(660)	(3)
(Increase)/decrease in debtors	(77,839)	76,584
Increase/(decrease) in creditors	38,629	(36,429)
Net cash inflow from operating activities	<u>(60,131)</u>	<u>18,310</u>

Accounts

Company number 07287464
Charity number 1144025

Curious Directive
(Limited by Guarantee)

Group Report and unaudited
Financial Statements for the year
ended 31 March 2023

Fordham Finance Group LTD
Certified Public Accountants
86-90 Paul Street
London EC2A 4NE

Curious Directive
(Limited by Guarantee)
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Curious Directive

(Limited by Guarantee)

Reference and Administrative Details

Constitution

The company is a private company limited by guarantee registered in EW - England and Wales, company number 07287464 and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 1144025.

Directors and trustees

As set out in the Articles of Association membership is open to individuals and organisations who apply to the charity in the form required by the directors and who are approved by the directors. The minimum number of members is three.

Policies and procedures adopted for the induction and training of trustees are ongoing and incorporated indirectly into the regular trustees meetings.

The **trustees of the charity** during the year and since the year end, were:

Stephen Crocker (Chair)	
Laura Elliott	resigned 4 December 2022
Tiernan Fitzgibbon	
Joana Gana	
Ollie Hester	
Kumiko Mendl	
Kieran Miles	resigned 4 December 2022
Petia Tzanova	

Directors of the Limited Company

Tiernan Fitzgibbon	appointed 12 August 2022
Joana Gana	appointed 12 August 2022
Ollie Hester	appointed 12 August 2022
Kumiko Mendl	appointed 12 August 2022
Petia Tzanova	appointed 12 August 2022

Artistic Director and CEO

Jack Lowe

Executive Producer

Suzie Kirk Dumitru	resigned 02 September 2022
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Independent examiners

Fordham Finance Group LTD

Bankers

Barclays Bank, 5 - 7 Red Lion Street, Norwich NR1 3QH.

Registered office and operation address

St Simon and St Jude Church, 49 Elm Hill, Norwich NR3 1HG.

Curious Directive

(Limited by Guarantee)

Directors' / Trustees' Report

The director and trustees present their annual report together with the financial statements of the charity for the period ended 31 March 2023 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The reference and administrative details set out on pages 1 and 2 form part of this report. The financial statements comply with Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association 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).

These financial statements represent consolidated activity including that of the charity's newly formed trading subsidiary. The activity was in its infancy during the reporting period and will therefore become more developed over future periods in order to contribute more significantly to the charity's overall objectives.

curious directive - Principal activity

The principal activity of the company was that of theatre production with a particular focus on touring, working from their first permanent home at 49 Elm Hill in Norwich.

The company activity is supported by Arts Council England's National Portfolio Programme and the building by Norwich City Council and Norfolk County Council. Further Core grants have been achieved from Garfield Weston Foundation, The Fenton Arts Trust and Norwich Consolidated Charities.

curious directive – our Mission

curious directive's mission is to explore theatre through the lens of science.

curious directive – our Hypothesis

1. What? Everything we do engages and explores how narrative theatre can reveal the wonders of science.
2. How? We work in ambitious, dynamic, and unexpected ways. We introduce audiences to technology and build our community through theatre productions and wider experiences.
3. Who? We tell familiar stories in unfamiliar ways. We always prioritise unheard voices within our ever-growing cultural community.
4. Where? We work hyper-locally and internationally as part of an interconnected approach.
5. Why? We believe science can help us all navigate 21st century life – and that theatre is the best way to communicate these ideas.

curious directive – our blueprint

'the always excellent curious directive' – Lyn Gardner

curious directive is the only theatre company in the UK solely offering a year-round theatre programme exclusively focused on science & society.

Since 2008, curious directive's core mission has been to create world-class theatre exploring life through the lens of science.

Curious Directive

(Limited by Guarantee)

Directors' / Trustees' Report

In 2022-23, with our flexible 417m² creation space in Norwich, we have the engine room for our mission, exploring topics from astrophysics to zoology. These productions have toured to 120 venues reaching 170,000+ audience members regionally, nationally, and internationally.

Our 11 major productions have received 17 awards/nominations (including two Scotsman Fringe Firsts) with an international touring track-record across 11 countries, including world-renowned contemporary theatre festivals; from Melbourne to Hong Kong. Our work takes Norwich to the world.

Our plays are published by Bloomsbury and our work regularly described as 'cutting edge' and/or 'ground-breaking'.

We start all our productions with our future audiences, with a Science Club. Our theatre has been called 'emotionally-charged', 'heart-felt' and 'deeply moving' by audiences and critics alike.

It has taken us 15 years for us to reach a replicable blueprint for an annual programme of work.

Our 2022-23 programme, summarised below, showcases our core activity - and we hope ignites a shared passion with the reader.

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

All projects follow bespoke public engagement activities. At every step of our charitable activities, we work with members of the public.

curious directive – OUR 2022-23 CALENDER OF ACHIEVEMENTS

APRIL 2022: Curious Cultures; 'hands on' chemistry in Care Homes continues across Norfolk; from perfume making, natural ink making to 3D printing. In partnership with Black Swan Care Group.
Beneficiaries: 230

MAY-JULY 2022: Spindrift, a revival about Quantum Biology, ran for 4 weeks in our Main House theatre in Norwich.

'...so moving...superbly intelligent and subtle...the central metaphor of quantum mechanics may be found at the cellular levels of its concept, story, sound, light, video and theatre craft.'

★★★★ The Stage, May 2022

Beneficiaries: 4,890

AUGUST 2022: Botanical Garden Bar & Kitchen ran all summer in the garden next to our church. We independently manage the enterprise, focusing on local produce, great food, and storytelling.
Beneficiaries: 4,800

SEPTEMBER 2022: Our project with Magic Me continued, with Longfield Care Home in Essex, exploring further scientific interactions in a Care home setting.
Beneficiaries: 40

Curious Directive

(Limited by Guarantee)

Directors' / Trustees' Report

OCTOBER 2022: curious directive was on residency, performing FROGMAN onboard QMII, and then in New York City, USA, developing new productions from previous Science Clubs – including time spent at the New York Museum of Natural History.

Beneficiaries: 450

NOVEMBER 2022: curious directive began work on Feudal, about Norfolk farming. We gathered some core artists together to explore the themes of the play.

Beneficiaries: 20

DECEMBER 2022: Our annual theatre workshops in the community included working with local asylum/refugee charities, Care Homes and St Martin's Housing Trust sharing and building participant's interest in Science.

Beneficiaries: 30

JANUARY 2023: The second year of our 3, week-long residencies called HYPOTHESIS retreats for 3 independent theatre companies. We offered £2,500 grants, industry training surgeries and space to dream. Our 2022-23 companies included 'Max Percy & Friends', 'Emergency Chorus' and 'The Whiting's On The Wall'.

Beneficiaries: 15

FEBRUARY 2023: Science Club; a night out in science. Intriguing areas of science are informally shared by a research scientist with a Pizza, Pint (or non-alcoholic drink) – for £10. 2023 topics were 'An Introduction to Organ Donation' & 'An Introduction to Sleep science'.

Beneficiaries: 630

MARCH 2023: Our co-working space (at £68.50/month) continued to help artists in Norwich professionalise their organisation - swapping their kitchen table for a homely, affordable workspace.

Beneficiaries: 40

New (year-round) charitable activity for 2022-23

1. **CURIOUS CRÈCHE:** We noticed that parents were struggling to afford to pay for theatre tickets due to the added additional cost of childcare. In a city like Norwich, where there is a significant proportion of the population with young families, this is a big problem for the maintenance and growth of our audiences. We piloted a scheme where we delivered a crèche, on site for a matinee performance between 1pm-3pm for families. The safeguarding and logistical burden of this programme was significant, but we believe it is ground-breaking.

Beneficiaries/year: 60 (2022-23)

2. **THE LABORATORY:** In 2022-23, 15 organisations benefitted from sectors ranging from environmental groups to community groups. All received support from curious directive. Our fingerprints are all over many successful projects launched from Norwich.

Beneficiaries/year: 478 (2022-23)

3. **TECHNICAL EQUIPMENT LIBRARY:** Theatre companies rarely have the budget to explore technical innovation. However, central to our productions is the use of innovative sound, video, motion capture and more. In 2020 we started a Technical Equipment Library. This addresses the 'blockage' that artists often feel with the

Curious Directive

(Limited by Guarantee)

Directors' / Trustees' Report

use of technology. Whilst the use of technology is not the only way to expand practice, it is now very commonplace for artists to come to us first to request the use of equipment, and we always say 'yes'.

Beneficiaries/year: 390 (2022-23)

Total beneficiaries 2022-23: 12,073

Total audience (digital) 2022-23: 21,000 (44,000 page views)

SOCIAL MEDIA FOLLOWING

We post regularly about our activities, particularly in Norwich.

Instagram: 1733

Twitter: 3,900

POLICIES

Policies for the 2022/23 year include (reviewed on a rolling basis):

1. Privacy Policy.
2. HR Policy (Disciplinary and Grievance Procedure).
3. Digital Policy and Action Plan.
4. Sexual Harassment - Code of Behaviour.
5. Environmental Policy and Action Plan.
6. Safeguarding Code and Practice.
7. Health and Safety Policy for all freelancers.
8. Creative Case for Diversity and Equalities Action Plan.
9. Updated Reserves Policy.
10. Data Collection Policy (internal).
11. Dignity and Respect at Work Policy.
12. Recruitment Policy.
13. Training and Development Policy.
14. Procurement Method Statement.
15. Maternity / Paternity / Shared Parental Leave Policy.

FINANCIAL REVIEW

In 2022/23, curious directive will contribute £51,000 to reserves. This amounts to just over 6 months Core operating costs. This is a significant step for the Charity, made possible by the financial management of our founder and CEO, Jack Lowe.

Our Arts Council England National Portfolio Organisation £91,471 continued as per usual.

We have been able to attract new core funders from Garfield Weston Foundation, Fenton Arts Trust and the Norwich Consolidated Charities, as well as an in-year additional grant from Norfolk County Council, in recognition of our significant contribution to the County.

Our core funding from Norwich City Council and Norfolk County Council also continues.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The charity is a company limited by guarantee.

Curious Directive

(Limited by Guarantee)

Directors' / Trustees' Report

The charity has a Chair and a further six Trustees who follow our Articles of Association as our governance document (updated in 2020).

Recruitment of Trustees takes place after open discussion between the Artistic Director and The Board of Trustees during quarterly Board meetings about gaps in our skillset. An Open Call then is published across diverse channels. The process of recruitment begins with an initial approach to an individual who has applied, followed by an informal meeting where an invitation is made to observe a Board meeting. The appointment is then put to a vote in the Board meeting, followed by a signature and a number of documents shared with the new Board member.

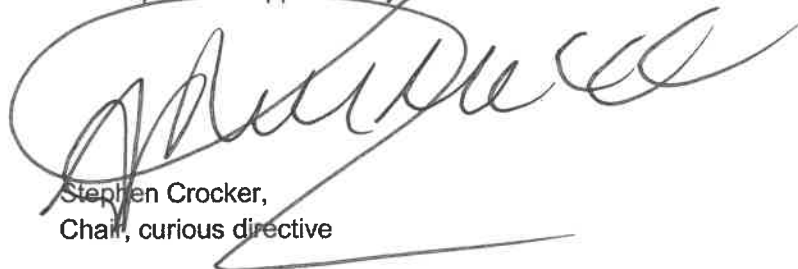
CAPACITY

In 2022/23, our team reduced to 1.5fte to ensure a robust, but slimline delivery team.

SMALL COMPANY EXEMPTIONS

This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small companies.

This report was approved by the Board of Trustees on 12.12.2023 and signed on their behalf by:

A large, stylized handwritten signature in black ink, appearing to read 'Stephen Crocker', is written over the text of the signature line and extends downwards.

Stephen Crocker,
Chair, curious directive

Independent Examiner's Report to the Trustees
curious directive

I report on the accounts of the charity for the year ended 31 March 2023, which are set out on pages 10 to 24.

Respective responsibilities of trustees and examiner

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

I report in respect of my examination of the Trust's accounts carried out under s. 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under s. 145(5)(b) of the 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 Act; or
(2) the accounts do not accord with those records; or
(3) the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the *Charities (Accounts and Reports) Regulations 2008* 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.
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.

Signed 

Name: **Mr. James Fordham** ACPA

Relevant professional qualification or body: Certified Public Accountants Association (CPAA)

Address: 86-90 Paul Street London EC2A 4NE

Date: 15/12/2023

Unaudited Consolidated Statement of Financial Activities
(including Income and Expenditure Account)
for the year ended 31 March 2023

	Notes	Unrestricted funds	Restricted funds	2023 Charity	Non-charitable trading subsidiary	2023 Total funds	Unrestricted funds	Restricted funds	2022 Total
	2	£	£	£	£	£	£	£	£
Income and endowments from:									
Donations, grants and legacies - page 11		135,534	29,456	164,990	-	164,990	244,966	-	244,966
Charitable activities									
Theatre - page 11		67,421	-	67,421	-	67,421	115,466	77,690	193,156
Trading Activities		-	-	-	41,572	41,572			
Investments		3	-	3	-	3	2	-	2
Other - TTR	3	32,539	-	32,539	-	32,539	85,631	-	85,631
Total		235,497	29,456	264,953	41,572	306,525	446,065	77,690	523,755
Expenditure on:									
Charitable activities:									
Theatre - page 12		170,087	49,298	219,385	-	219,385	367,026	81,750	448,776
Trading Activities		-	-	-	38,347	38,347			
Total		170,087	49,298	219,385	38,347	257,732	367,026	81,750	448,776
Net income / (expenditure)	4	65,410	(19,842)	45,568	3,225	48,793	79,039	(4,060)	74,979
Transfers between funds	15, 16	-	-	-	-	-	-	-	-
Net movement in funds:		65,410	(19,842)	45,568	3,225	48,793	79,039	(4,060)	74,979
Reconciliation of funds:									
Total funds brought forward		87,103	41,897	129,000	-	129,000	8,064	45,957	54,021
Total funds carried forward	15, 16	152,513	22,055	174,568	3,225	177,793	87,103	41,897	129,000

The notes on pages 16 to 24 form an integral part of these financial statements.

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

Unaudited Consolidated Statement of Financial Activities
(including Income and Expenditure Account)
for the year ended 31 March 2023

	2023 Charity £	2022 Charity £
Income from donations, grants and legacies		
Grants		
ACE NPO funding	91,471	91,471
ACE Culture Recovery Funding	-	104,052
HMRC Job Retention Scheme funding	-	12,895
Other grants/funding	73,519	36,548
	164,990	244,966
Income from charitable activities		
Theatre		
Theatre income and project specific funding		
SSSJ/capital funding	-	77,690
Box office/fees/guarantees	63,060	33,310
SSSJ earned income	981	81,500
Other income/reimbursed expenses	3,380	656
	67,421	193,156

Unaudited Consolidated Statement of Financial Activities
(including Income and Expenditure Account)
for the year ended 31 March 2023

	2023 Charity £	2022 Charity £
Expenditure on charitable activities		
Theatre		
Production costs		
Salaries	87,803	101,379
Fees	12,458	85,092
Social security costs	7,553	5,381
Pension costs	1,446	2,322
Production costs	18,270	68,795
SSSJ	37,078	110,586
Travel/accommodation/subsistence	4,631	17,505
Marketing/promotion	535	3,141
Production research/development	411	861
Administration/sundries	-	-
	170,183	395,062
Support costs - page 13	46,226	50,736
Governance costs - page 13	2,976	2,978
	219,385	448,776

Unaudited Consolidated Statement of Financial Activities
(including Income and Expenditure Account)
for the year ended 31 March 2023

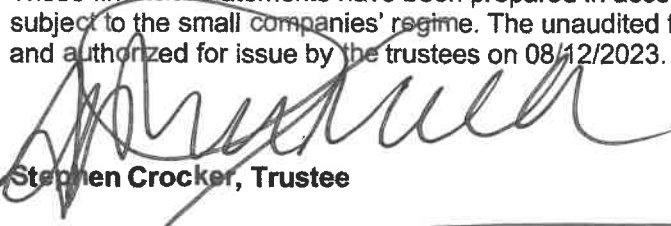
	2023		2022	
	Charity		Charity	
	£	£	£	£
Support and governance costs				
Support costs				
Office overheads				
Telephone/internet	774		980	
Insurance	5,634		1,958	
Repairs/maintenance	2,888		3,976	
Depreciation of production equipment	7,500		5,791	
Depreciation of fixtures/fittings/equipment	12,196		8,628	
Depreciation of vehicles	2,145		4,291	
		31,137		25,624
Administration costs				
Fees	4,253		2,200	
Training/development	188		485	
Travel/transport	2,581		7,726	
Computer/IT costs	-		3,442	
Printing/postage/stationery	234		980	
Advertising	-		-	
Subscriptions/licences	1,022		1,788	
Sundries	250		216	
		8,528		16,837
Professional/financial				
Bookkeeping/accountancy software	5,270		6,759	
Bank charges	1,291		1,516	
Bad debts	-		-	
		6,561		8,275
		46,226		50,736
Governance costs				
Legal/professional	408		578	
Accountancy/consultancy	2,568		2,400	
		2,976		2,978
		49,202		53,714

Curious Directive
(Limited by Guarantee)
Registration number 07287464
Unaudited group and charity balance sheet at 31 March 2023

	Note	Group 2023 £	Charity 2023 £	Charity 2022 £
Fixed assets				
Tangible assets	9	61,275	61,275	83,116
Total fixed assets		<u>61,275</u>	<u>61,275</u>	<u>83,116</u>
Current assets				
Debtors	10	59,013	63,597	100,300
Cash at bank and in hand		76,526	76,526	3,075
Total current assets		<u>135,539</u>	<u>140,123</u>	<u>103,375</u>
Creditors: amounts falling due within one year	11	<u>(23,605)</u>	<u>(26,830)</u>	<u>(55,991)</u>
Net current assets		<u>111,934</u>	<u>113,293</u>	<u>47,384</u>
Creditors: amounts falling due After more than one year	12	-	-	(1,500)
Total net assets		<u>173,209</u>	<u>174,568</u>	<u>129,000</u>
The funds of the charity				
Unrestricted funds	15			
General fund		101,513	101,513	87,103
Designated fund		51,000	51,000	
Non-charitable trading subsidiary		(1,359)	-	-
Restricted funds	16	<u>22,055</u>	<u>22,055</u>	<u>41,897</u>
Total funds		<u>173,209</u>	<u>174,568</u>	<u>129,000</u>

For the year ending 31 March 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. No members have required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. However, in accordance with section 145 of the Charities Act 2011 the accounts have been examined by an independent examiner whose report appears on page 9. The Trustees acknowledge their responsibility for complying with the requirements of the Act with regard to accounting records and for the preparation of accounts.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. The unaudited financial statements on pages 10-24 were approved and authorized for issue by the trustees on 08/12/2023.


Stephen Crocker, Trustee

The notes on pages 16 to 24 form an integral part of these financial statements.

Curious Directive

(Limited by Guarantee)

**Charity Cash Flow Statement
for the year ended 31 March 2023**

	Notes	2023 £	2022 £
Cash flows from operating activities	19	<u>18,310</u>	<u>56,221</u>
Cash flows from investing activities:			
Dividends, interest and rents from investments		3	2
Purchase of property, plant and equipment		-	(65,379)
Net cash provided by investment activities		<u>3</u>	<u>(65,377)</u>
Change in cash at bank and in hand in the reporting period		<u>73,451</u>	<u>(9,156)</u>
Cash at bank and in hand at the beginning of the reporting period		<u>3,075</u>	<u>12,231</u>
Cash at bank and in hand at the end of the reporting period		<u><u>76,526</u></u>	<u><u>3,075</u></u>

Curious Directive

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2023

1. Accounting policies

1.1. Basis of preparing the financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (issued October 2019) 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) - (Charities SORP (FRS 102)), and the Companies Act 2006.

The charity 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 notes.

1.2. Preparation of the accounts on a going concern basis.

The company is dependent on the continued support of grant aiding bodies. The trustees believe that the company will continue to receive this support and accordingly consider that it is appropriate to prepare the financial statements on the going concern basis.

1.3. Incoming resources

All incoming resources are included in the Statement of Financial Activities when:

- the charity is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

- Donations and legacies

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the charity must be used in future accounting periods, the income is deferred until those periods.
- when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

- Charitable activities

Theatre income - income from box office, performance fees and sundry other theatrical income is included in incoming resources in the period in which the relevant show takes place.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

Curious Directive

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2023

- Donated services and facilities

Donated services or facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity 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.

- Investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

1.4. Resources expended

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

- Costs of raising funds

Costs incurred in attracting donations, and those incurred in trading activities that raise funds.

- Charitable activities

Theatre production costs - costs incurred in production and running of productions toured in the year.

- Support costs

The administrative and overhead costs associated with running the office from which the company operates as well as governance costs. Support are wholly attributable to theatre production costs.

- Governance costs

Costs associated with the constitutional and statutory requirements of the charity.

1.5. Fund accounting

Funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1.6. Pensions

The company operates a defined contribution scheme for the benefits of its employees. contributions are recognised as expenditure when due.

Curious Directive

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2023

1.7. Tangible fixed assets and depreciation

Individual fixed assets costing £300 or more are capitalised at cost.

Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Plant and machinery	- 5 years straight line
Fixtures/fittings/equipment	- 5 years straight line
Motor vehicles	- 8 years straight line

1.8. Debtors

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

1.9. 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.

1.10. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.11. Financial Instruments

The charity 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.

1.12. Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually.

2. Incoming resources

The total incoming resources for the year have been derived from the principal activity undertaken wholly in the UK.

Curious Directive

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2023**

3. Other income

	2023	2022
	£	£
Theatre Tax Relief (TTR)	<u>32,539</u>	<u>85,631</u>

**4. Net income/(expenditure) for the year is
stated after charging:**

	2023	2022
	£	£
Depreciation of tangible fixed assets	21,842	18,710
Independent Examiners' remuneration		
- independent examination	1,200	1,200
- other services	<u>1,368</u>	<u>1,200</u>

5. Trustees' emoluments and reimbursed expenses

The trustees received no remuneration during the year (2022 - £nil).

The aggregated amount reimbursed to trustees during the year was £nil (2022 - £nil).

Curious Directive

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2023

6. Staff costs and numbers	2023 £	2022 £
Staff costs		
Salaries and wages	87,803	101,379
Social security costs	7,553	5,381
Pension costs	1,446	2,322
	<u>96,902</u>	<u>109,082</u>

No employee earned £60,000 or more during the year (2022 - nil).

The key management personnel of the charity comprise the Trustees and the Senior Management Team. The total employee benefits of the key management personnel of the charity were £35,000 (2022 - £35,000).

Staff numbers

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	2023 Number	2022 Number
Production	<u>2</u>	<u>4</u>

7. Pension costs

The company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £1,446 (2022 - £2,322).

8. 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.

Curious Directive

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2023**

9. Fixed assets - tangible assets

	Production equipment	Fixtures/ fittings/ equipment	Motor vehicles	Total
	£	£	£	£
Cost				
1 April 2022	37,504	66,288	17,163	120,955
Additions	-	-	-	-
31 March 2023	<u>37,504</u>	<u>66,288</u>	<u>17,163</u>	<u>120,955</u>
Depreciation				
1 April 2022	17,156	16,392	4,291	37,839
Charge for year	7,500	12,196	2,145	21,841
31 March 2023	<u>24,656</u>	<u>28,588</u>	<u>6,436</u>	<u>59,680</u>
Net book values				
31 March 2023	<u>12,848</u>	<u>37,700</u>	<u>10,727</u>	<u>61,275</u>
31 March 2022	<u>20,348</u>	<u>49,896</u>	<u>12,872</u>	<u>83,116</u>

10. Debtors

	2023	2022
	£	£
Trade debtors	1,143	5,214
Other debtors	7,047	5,065
Prepayments and accrued income	55,407	90,021
	<u>63,597</u>	<u>100,300</u>

11. Creditors: amounts falling due within one year

	2023	2022
	£	£
Loan	-	450
Trade creditors	4,119	24,533
Other taxation/social security	4,902	2,681
Other creditors	1,110	2,235
Loans to related parties	4,584	-
Accruals	12,115	12,115
Deferred income (note 13)	-	13,977
	<u>26,830</u>	<u>55,991</u>

Curious Directive

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2023

12. Creditors: amounts falling due after more than one year

	2023 £	2022 £
Loan	-	1,500

13. Deferred income

	£
Balance at 1 April 2022	13,977
Amount deferred in the year	-
Balance at 31 March 2023	-

Deferred income relates theatre income received in advance.

14. Limited by guarantee

The private limited company is registered in EW - England & Wales, is limited by guarantee and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £10, to the company should it be wound up. At 31 March 2023 there were 7 members.

15. Unrestricted funds	Brought forward £	Income £	Expenditure £	Transfers £	Carried Forward
General fund	87,103	201,384	170,087	(51,000)	101,513
Designated Fund*	-	-	-	51,000	51,000
Total	87,103	201,384	170,087	-	152,513

*The designated fund represents capital reserves set aside for the purpose of potential wind up costs the company may incur in the future.

Curious Directive

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2023

16. Restricted funds

	Brought Forward	Income	Expenditure	Carried Forward
	£	£	£	£
Fixed Assets	41,897		21,842	20,055
ACE Reboot	-	18,000	18,000	-
New Anglia	-	6,332	6,332	-
Magic me	-	3,124	3,124	-
Gastronomic	-	2,000	-	2,000
	<u>41,897</u>	<u>29,456</u>	<u>49,298</u>	<u>22,055</u>

Fixed assets

This fund consists of grants/donations received specifically for the purchase of fixed assets. The funds are transferred to the general fund over the expected useful life of the assets.

The balance at 31 March 2023 is attributable to:

	£
Production equipment	20,055
	<u>20,055</u>

Magic Me

A multi-year programme of activity that curious directive is delivering in partnership with Excelcare and Magic Me for a care home in East Anglia.

SSSJ

curious directive is proud to continue their funding relationship with Norwich City Council who have funded them to consolidate and build upon their community-facing activities in 49 Elm Hill.

17. Analysis of net assets between funds

	General funds	Restricted funds	Total
	£	£	£
Fund balances at 31 March 2023 are represented by:			
Tangible fixed assets	41,219	20,055	61,274
Net current assets	77,181	2,000	79,181
Long term (liabilities)	-		
	<u>118,400</u>	<u>22,055</u>	<u>140,455</u>

18. Related party transactions

During the year, the Charity split its trading activities into a wholly owned subsidiary (CURIOUS DIRECTIVE ENTERPRISES LTD Company number 14098239). At the end of the period the charity owed its subsidiary £4,584 as an interest free loan repayable on demand.

Curious Directive

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2023**

19. Reconciliation of net income/(expenditure) to net cashflow from operating activities

	2023	2022
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	11,455	74,979
Depreciation	(21,842)	(18,710)
Dividends, interest and rents from investments	(3)	(2)
(Increase)/decrease in debtors	76,584	(85,128)
Increase/(decrease) in creditors	(36,429)	47,662
Net cash inflow from operating activities	<u>18,310</u>	<u>56,221</u>

Accounts



Charity Commission Annual Return 2022

CURIOUS DIRECTIVE

Charity registration number: 1144025

Most of the information you give in this form will become publicly available on the Register of Charities. Any field that the Charity Commission will not display will be clearly marked.

This document is a record of the information provided in the Annual Return 2022.

PART A - Charity information

Financial period

Financial period start date

01/04/2021

Financial period end date

31/03/2022

Income and spending

Income £

£ 523,755

Spending £

£ 448,776

Serious Incidents

For the period of this return, were there any serious incidents in your charity that have not been reported to the Charity Commission?

No

Fundraising - professional fundraiser

Did your charity raise funds from the public?

No

Government contracts

During the financial period for this annual return, did the charity receive income from contracts (other than grant agreements) with central government or local authorities?

No

Government grants

During the financial period for this annual return, did the charity receive income from grants from central government or local authorities?

Yes

How many grants did your charity receive from central government or local authorities?

5

What was the total value of these grants?

£ 18,461

Income from outside the UK

Did your charity receive income from outside the UK ?

No

Spending outside England & Wales

Did your charity operate outside England and Wales?

No

Total Spending outside England & Wales**Trading subsidiaries****Did the charity have any subsidiaries?****Were any of the trustees also directors of the charity's subsidiaries?****Trustee payments****Did any of the trustees receive any remuneration, payments or benefits from the charity other than refunds of legitimate trustee expenses?****Did any of the trustees resign and then take up employment with the charity?****Employees' salaries****Did any of your charity's staff receive total employee benefits of £60,000 or more?
Select No if your charity does not have any staff or does not pay any staff.****For your highest paid member of staff only, what was the total value of their employee benefits?****(For example if your highest paid member of staff received £35,000 enter 35000). If you do not have any staff or did not pay any staff, enter 0 (zero)****Volunteers****How many UK volunteers, excluding trustees, did the charity have during the financial period?****Financial controls**

Did your charity review its internal financial controls?**Safeguarding**

Has the charity obtained a standard, enhanced or enhanced with barred lists DBS check on all trustees, employees and volunteers who are in roles that are eligible for these checks? Select Yes if there are no trustees, employees or volunteers in roles that are eligible for these types of DBS checks.

PART B - Financial information**Account type**

Does your charity prepare:

Income and endowments

Donations & legacies

**Of the total donations & legacies
what amount is Endowments received**

Investment income

Other income

**Of the total donations & legacies
what amount is Legacies**

Other trading activities

Income from charitable activities

Total Income and endowments

£ 523,755

Expenditure**Expenditure on raising funds**

£ 0

Other expenditure

£ 0

**Of the total expenditure on charitable activities
what value is Grants to institutions**

£ 0

**Of the total expenditure on raising funds
what value is Investment management costs**

£ 0

Expenditure on charitable activities

£ 448,776

**Of the total expenditure on charitable activities
what value is Governance costs**

£ 2,978

Total Expenditure

£ 448,776

Gains/(losses)**Gains/(losses) on revaluation of fixed assets**

This figure should be prefixed with the minus symbol if it is a negative value.

£ 83,116

Net gains/(losses) on investments

This figure should be prefixed with the minus symbol if it is a negative value.

£ 0

Actuarial gains/(losses) on defined benefit pension schemes

This figure should be prefixed with the minus symbol if it is a negative value.

£ 0

Other gains/(losses)

This figure should be prefixed with the minus symbol if it is a negative value.

£ 0

Assets

Total fixed assets

£ 83,116

Of the total fixed assets
what value is Fixed asset investments

£ 0

Total current assets

£ 103,375

Of the total current assets
what value is Current asset
investments

£ 0

Of the total current assets
what value is Cash at bank and in
hand

£ 3,075

Funds

Endowment funds

£ 0

Restricted funds

£ 41,897

Unrestricted funds

£ 87,103

Total Funds

£ 129,000

Liabilities

Creditors due within 1 year

£ 55,991

Creditors falling due after one year and provisions

£ 1,500

Defined benefit pension scheme asset/(liability)

This figure should be prefixed with a minus symbol if it is a negative value

£ 0

Total net assets/(liabilities)

£ 129,000

Additional information**Support costs**

£ 50,736

Depreciation charge for the year

£ 0

Level of reserves

£ 32,451

Average number of employees

2

Privacy statement

Any information you give us will be held securely and processed only in accordance with the rule on data protection. We will not disclose your personal details to anyone unconnected to the Charity Commission unless:

- you have consented to their release; or
- we are legally obliged to disclose them; or
- we regard disclosure as either (a) necessary so that we can properly carry out our statutory functions or (b) necessary in the public interest.

We may share and disclose information about you with relevant public authorities, regulatory bodies and agencies, outside the Charity Commission but only if:

- we can lawfully do so; and

- we decide that disclosure is necessary for national security, crime detection, prevention, and law enforcement, or other issues in the public interest

Information we collect about you

We will use this information:

To enable us to carry out our statutory functions and duties;

This will include the following actions:

- (a) update, consolidate, and improve the accuracy of our records;
- (b) undertake crime detection and prevention and law enforcement and assist the third parties specified above to investigate or prevent crime and carry out law enforcement;
- (c) data analysis, testing, research, statistical and survey purposes

Information we receive from other sources.

Information we receive from other sources

We may combine this information with information you give to us and information we collect about you.

We may use this information and the combined information for the purposes set out above (depending on the types of information we receive).

We will ensure that any such disclosure and use is proportionate; considers your right to respect for your private life; and is done fairly and lawfully in accordance with the data protection principles of the Data Protection Act.

The Data Protection Act 1998 regulates the use of 'personal data', which is essentially any information, however stored, about identifiable living individuals.

As a 'data controller' under the Act, the Charity Commission must comply with it. Any changes we may make to our privacy statement in the future will be set out in the replacement version of this form.

Please check back frequently to see any updates or changes to our privacy policy.

Declaration

This annual return has not been submitted and no Declaration has been made

Accounts

Company number 07287464
Charity number 1144025

Curious Directive
(Limited by Guarantee)

Report and Financial Statements
for the year ended 31 March 2021

Breckman & Company Ltd
Chartered Certified Accountants
49 South Molton Street
London W1K 5LH

Curious Directive
(Limited by Guarantee)

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Curious Directive

(Limited by Guarantee)

Reference and Administrative Details

Constitution

The company is a private company limited by guarantee registered in EW - England and Wales, company number 07287464 and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 1144025.

Directors and trustees

As set out in the Articles of Association membership is open to individuals and organisations who apply to the charity in the form required by the directors and who are approved by the directors. The minimum number of members is three.

Policies and procedures adopted for the induction and training of trustees are ongoing and incorporated indirectly into the regular trustees meetings.

The trustees during the year and since the year end, were :

L Cosby

S Crocker (Chair)

L Elliott

T Fitzgibbon

O Hester

S Johnston

resigned 3 March 2021

K Mendl

K Miles

Director

Jack Lowe

Secretary

Natalie Songer

resigned 1 September 2021

Suzie Kirk Dumitru

appointed 1 September 2021

Artistic director/CEO

Jack Lowe

Executive producer

Suzie Kirk Dumitru

Duty Manager

Olivia Heffernan

Curious Directive

(Limited by Guarantee)

Reference and Administrative Details

Independent examiners

Breckman & Company Ltd, 49 South Molton Street, London W1K 5LH.

Bankers

Barclays Bank, 5 - 7 Red Lion Street, Norwich NR1 3QH.

Registered office and operation address

St Simon and St Jude Church, 49 Elm Hill, Norwich NR3 1HG.

Curious Directive

(Limited by Guarantee)

Director / Trustees' Report

The director and trustees present their annual report together with the financial statements of the charity for the year ended 31 March 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The reference and administrative details set out on pages 1 and 2 form part of this report. The financial statements comply with Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association 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).

Principal activity

The principal activity of the company was that of theatre production with a particular focus on touring, working from their first permanent home in Norwich. The company activity is supported by Arts Council England's National Portfolio Programme and the building by Norwich City Council and Norfolk County Council.

Curious Directive - Mission Statement

'The future is already here - it's just not very evenly distributed.'

- William Gibson

This idea underpins our mission; to create theatre which uses the future as an inspiration for as many people as possible.

- 1 - We explore life through the lens of science.
- 2 - We breathe theatre into inspiring stories from science.
- 3 - We make ambitious and unexpected work.
- 4 - We prioritize unheard stories and look to theatre as a place and space to share a common forum about science, and how we want our future to be.
- 5 - We introduce audiences to technology via storytelling and build audiences via experiences.
- 6 - We tell familiar stories in unfamiliar ways.
- 7 - We believe our profile in Norwich, the UK and internationally is interwoven.

Introduction

Since 2008, curious directive has explored life through the lens of science. In December 2018, we moved into 49 Elm Hill, a deconsecrated Grade 1 listed church in the heart of Norwich. Built in 1446, from here, we forge sustained relationships between science communities, theatre-goers and technology partners pursuing layered, emotionally charged science-led theatre.

Our business plan nurtures two national touring models. Firstly, a bi-annual mid-scale show like Fringe First Winner, Pioneer (2014), and Norfolk Arts Award Winner, Spindrift (2016). Secondly, our small-scale digital work connects cutting-edge technology with theatre. Both models grow our reputation, capacity and skill as a devised theatre company.

As stewards of theatre innovation, we were the first theatre company to use the 'Periscope' app for live streaming (2014), the first 'Resident Theatre Company' at a UK Science Festival (Cambridge, 2015) and have created VR cuing software for live theatre (2017). Critically acclaimed, with 15 prestigious arts-science nominations and awards, we've been published six times with Bloomsbury/Methuen.

Curious Directive

(Limited by Guarantee)

Director / Trustees' Report

We regularly partner with Warwick Arts Centre, Theatre Royal Plymouth and Shoreditch Town Hall, have been commissioned by LIFT and NNF and regularly work with world-leading science institutes such as Wellcome Trust and CRUK. We have delivered workshops at the National Theatre and in 2018 collaborated with a Royal Society fellow on the role of theatre in science policy.

Internationally, we have toured to Hong Kong, Singapore, Norway, South Africa, Malaysia (2019), South Korea (2016), China, Australia and Indonesia (2018) with tours to the United States and further work in China planned in 2020. We've co-produced internationally with Brisbane Power House and the Great Barrier Reef Foundation, Australia (2017).

curious directive has become culturally significant in linking theatre and science. Our annual programme demonstrates curious directive's ambition to be a leading local, regional and national voice in the rising cultural significance of theatre inspired by science.

Our annual business plan includes the opening and UK tour of a new show, R of new shows (for following years) and continued international touring. We are also further expanding our reach into community settings with Science Club (livestreamed 'alternative nights in') and a technology project in Longfield care home, Essex (in collaboration with Magic Me, funded by the Paul Hamlyn Foundation). Our work is monographic in subject matter: the pursuit of science in theatre. However, our projects are conceived in a poly-authored, devised process.

Aims

- 1 - To convey the beauty of science through live theatre performance.
- 2 - To utilize technology in all our work to enhance our storytelling.
- 3 - To ensure curious directive is synonymous with Norwich (Norfolk) in the arts-science sector.
- 4 - To develop a national and international reputation.

Objectives

- 1 - Our new development initiative, Science Club, sees us co-create new concepts for theatre productions. This replaces our previous R & D initiatives. We set out to establish new works, via Science Club, each year. This ranges from 2 weeks of activity with no upper limit. This work leads to fully fledged touring theatre productions.
- 2 - We have a slate of 3 productions ready to tour internationally.
- 3 - We recognise, as an English national company, the importance of touring our work around England, but also showcasing our work in our capital city. We therefore, where possible, bring our work into London on an annual basis.
- 4 - Our wider Cultural Communities work is encapsulated broadly by multi-year projects such as our collaboration with Magic Me (and Paul Hamlyn Foundation), our work with Care Homes in Norwich, our creative co-working space and our Botanical Bar and Kitchen. These Cultural Community activities, ultimately feed into building a foundation for new theatre works, creating new audiences and approaches to storytelling.

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

Curious Directive

(Limited by Guarantee)

Director / Trustees' Report

All projects follow bespoke public engagement activities. At every step of our charitable activities, we work with members of the public.

Achievements and performance

In our year ending 31 March 2021, we experienced significant impacts as a result of COVID-19. Planned tours were postponed, and in some cases cancelled. Activity was widely pivoted to online and a focus much more on locally in Norwich.

Our major projects for 2019/20 were FROGMAN and GASTRONOMIC.

ARTISTS' HARDSHIP FUND

Our Artistic Director successfully fundraised £1,000 which was dispersed to 10 professional artists living and working in Norfolk.

LIVING AND LAUNCHING

Our Artistic Director established a working group of professional theatre companies living and working from Norwich - the first of its kind. The established group did not know each other particularly well, however this group meets quarterly and has made a commitment to discuss and address challenges within our local context.

CURIOUS DIRECTIVE CO-WORKING

Despite residents not being able to attend in person, our co-working space of 15 retained its numbers.

SCIENCE CLUB

With the support of the Norwich Freeman's Charity, we successfully delivered:

- An Introduction to Beekeeping
- An Introduction to Tropical Fishkeeping
- An Introduction to Dark Room Photography
- An Introduction to Horticulture
- An Introduction to Virtual Reality

Our data on this activity was as follows; 4 community volunteers, 5 disciplines (outlined above), 15 sessions, 81 care packages delivered, 151 registered participants, 202 participants.

BOTANICAL GARDEN BAR & KITCHEN

During the first lockdown, when attending the office was impossible, our Artistic Director worked in the garden of our making space. He developed the garden to a point where it became clear that perhaps we could open it to the public. We therefore sought permission to open a Summer pop-up bar (and subsequently winter bar). This has led to a significant increase in earned income for the charity.

CAPITAL WORKS

Phase 0 of our Capital works was completed. This included the installation of a Platform Lift - allowing patrons to access our first floor (for the very first time), as well as the inclusion of a freestanding Lighting truss system, and a further mezzanine floor in the Chancel of the building. This was achieved through New Anglia LEP Capital Funding.

Curious Directive

(Limited by Guarantee)

Director / Trustees' Report

TRAINING

curious directive underwent significant company training including:

First Aid - Duty Manager

Digital Marketing - Artistic Director

Negotiation - General Manager

InDesign/Photoshop - General Manager

Principles of Contracting - General Manager

Annual Figures 2020-21

Artists, creatives or specialists	18
Staff	15
Audience (live)	202
Audience (broadcast, online, in writing)	19,208
Other users of your building or services	10,300

Activity results 2020-21

No. of new products or commissions	6
Period of employment for artists (in days)	218
Period of support for artists (in days)	318
No. of performance or exhibition days	15
No. of sessions for education, training or participation	15

Social Media following

Twitter: 3,896, Facebook Likes: 1,038

Policies for 2020-21 financial year include (reviewed on a rolling basis):

- 1 - Privacy Policy
- 2 - HR Policy (Disciplinary and Grievance Procedure)
- 3 - Digital Policy and Action Plan
- 4 - Sexual Harassment - Code of Behaviour
- 5 - Environmental Policy and Action Plan
- 6 - Safeguarding Code and Practice
- 7 - Health and Safety Policy for all freelancers
- 8 - Creative Case for Diversity and Equalities Action Plan
- 9 - Updated Reserves Policy
- 10 - Data Collection Policy (internal)
- 11 - Dignity and Respect at Work Policy
- 12 - Recruitment Policy
- 13 - Training and Development Policy
- 14 - Procurement Method Statement - new
- 15 - Maternity / Paternity / Shared Parental Leave Policy - in progress

Curious Directive

(Limited by Guarantee)

Director / Trustees' Report

Financial review

curious directive has managed the COVID-19 crisis with (at times) weekly Board meetings.

The main income loss was from International touring (to USA, China and South Korea).

The company benefitted from JRS and Local Authority Grants (due to our status as tenants of our making space). This status served the company well during the crisis.

Our Arts Council England National Portfolio Organisation (£91,471) continued. This slight increase was due to inflation and therefore associated increase in our grant.

Our reliance on ACE subsidy has reduced from 45% to 33% during this financial year - with 66% earned income. In a year without the ability to tour, this is a significant achievement, and points to the importance of ACE's investment and the ability of curious directive to 'make good' their promise to grow alongside that investment.

Our reserves policy is to build to 4 months of operational activity which currently stands at £32,451 (for salaries/rent/overheads/legal fees/press release) - however this has not been achieved, instead, any cash surpluses have been allocated to grow our ability to build our earned income.

Structure, governance and management

The charity is a company limited by guarantee.

The charity has a Chair and a further six Trustees who follow our Articles of Association as our governance document.

Recruitment of Trustees takes place after open discussion between the Artistic Director and The Board of Trustees during quarterly Board meetings.

The process of recruitment begins with an initial approach to an individual, followed by an informal meeting where an invitation is made to observe a Board meeting. The appointment is then put to a vote in the Board meeting, followed by a signature and a number of documents shared with the new Board member.

CAPACITY

In 2020/21, we expanded our full-time team with the recruitment of a Duty Manager, Olivia Heffernan, who runs our co-working space and Botanical Garden Bar & Kitchen.

On a freelance basis, we also welcomed Head of Production to the team in 2020/21.

COVID-19

The ongoing pandemic has had a significant impact on the company's activity over the year that these accounts represent and, with the continued uncertainty that COVID-19 is causing across our sector, these impacts will continue to be felt into the next financial year and beyond.

Curious Directive

(Limited by Guarantee)

Director / Trustees' Report

Our approach to managing this remains a focus on 'resilience and innovation'. Our work with artists to create new theatre and revive existing work remains our priority and will be carried out within the shifting parameters of the pandemic. We continue to explore ways of expanding our earned income streams to support the growth and stability of the company as well as to build our cultural community in the local area, and we look forward to emerging from this crisis as a more resilient and cohesive organisation.

Small company exemptions

This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small companies.

This report was approved by the Board of Trustees on 20th December 2021 and signed on their behalf by

A handwritten signature in black ink, appearing to read 'Jack Lowe', with a stylized, flowing script.

Jack Lowe
Director

Independent Examiner's Report to the Trustees of Curious Directive

I report on the accounts of the charity for the year ended 31 March 2021, which are set out on pages 10 to 22.

Respective responsibilities of trustees and examiner

The trustees and the director are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of The Association of Chartered Certified Accountants.

Having satisfied myself that the charity is not subject to an audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention

1. which gives me reasonable cause to believe that in, any material respect, the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Graham Berry FCCA
Breckman & Company Ltd
Chartered Certified Accountants



49 South Molton Street
London W1K 5LH

20th December 2021

Curious Directive

(Limited by Guarantee)

**Statement of Financial Activities (including Income and Expenditure Account)
for the year ended 31 March 2021**

	Notes	Unrestricted funds £	Restricted funds £	2021 Total £	Unrestricted funds £	Restricted funds £	2020 Total £
Income and endowments from:	2						
Donations and legacies - page 11		147,263	-	147,263	98,445	-	98,445
Charitable activities							
Theatre - page 11		57,390	69,198	126,588	92,425	11,902	104,327
Investments	3	3	-	3	14	-	14
Other	3	-	-	-	22,883	-	22,883
Total		204,656	69,198	273,854	213,767	11,902	225,669
Expenditure on:							
Charitable activities:							
Theatre - page 12		232,048	20,698	252,746	188,443	11,902	200,345
Total		232,048	20,698	252,746	188,443	11,902	200,345
Net income / (expenditure)	4	(27,392)	48,500	21,108	25,324	-	25,324
Transfers between funds	15, 16	4,583	(4,583)	-	1,020	(1,020)	-
Net movement in funds:		(22,809)	43,917	21,108	26,344	(1,020)	25,324
Reconciliation of funds:							
Total funds brought forward		30,873	2,040	32,913	4,529	3,060	7,589
Total funds carried forward	15, 16	8,064	45,957	54,021	30,873	2,040	32,913

The notes on pages 15 to 22 form an integral part of these financial statements.

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

Curious Directive
(Limited by Guarantee)
Year ended 31 March 2021

	2021 £	2020 £
Income from donations and legacies		
Grants		
ACE NPO funding	91,471	89,818
HMRC Job Retention Scheme funding	15,370	-
Other grants/funding	40,110	5,627
	<u>146,951</u>	<u>95,445</u>
Donations		
Donations	312	3,000
	<u>147,263</u>	<u>98,445</u>
Income from charitable activities		
Theatre		
Theatre income and project specific funding		
SSSJ funding	69,198	11,902
Box office/fees/guarantees	583	72,130
SSSJ earned income	56,501	11,353
Other income/reimbursed expenses	306	8,942
	<u>126,588</u>	<u>104,327</u>

Curious Directive
(Limited by Guarantee)
Year ended 31 March 2021

	2021	2020
	£	£
Expenditure on charitable activities		
Theatre		
Production costs		
Salaries	63,875	54,041
Fees	32,614	47,710
Social security costs	2,612	2,076
Pension costs	1,377	1,253
Royalties	-	1,795
Production costs	7,682	20,529
SSSJ	108,694	31,535
Travel/accommodation/subsistence	3,921	6,751
Marketing/promotion	157	2,522
Production research/development	34	1,067
Administration/sundries	32	2,570
	220,998	171,849
Support costs - page 13	29,900	26,228
Governance costs - page 13	1,848	2,268
	252,746	200,345

Curious Directive
(Limited by Guarantee)
Year ended 31 March 2021

	2021		2020	
	£	£	£	£
Support and governance costs				
Support costs				
Office overheads				
Telephone/internet	187		28	
Insurance	2,248		1,989	
Repairs/maintenance	1,915		348	
Depreciation of production equipment	5,485		2,940	
Depreciation of fixtures/fittings/equipment	3,283		1,439	
		13,118		6,744
Administration costs				
Fees	4,420		4,393	
Training/development	973		376	
Travel/transport	2,524		3,585	
Computer/IT costs	897		843	
Printing/postage/stationery	10		605	
Advertising	1,238		1,400	
Subscriptions/licences	3,054		3,186	
Sundries	52		89	
		13,168		14,477
Professional/financial				
Bookkeeping/accountancy software	2,776		4,508	
Bank charges	234		499	
Bad debts	604		-	
		3,614		5,007
		29,900		26,228
Governance costs				
Legal/professional	48		48	
Accountancy/consultancy	1,800		2,220	
		1,848		2,268
		31,748		28,496

Curious Directive

(Limited by Guarantee)

**Balance Sheet
31 March 2021**

		2021		2020	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	9		36,447		7,737
Current assets					
Debtors	10	15,172		63,077	
Cash at bank and in hand		12,231		1,445	
		<u>27,403</u>		<u>64,522</u>	
Liabilities					
Creditors: amounts falling due within one year	11	(8,329)		(37,846)	
Net current assets			<u>19,074</u>		<u>26,676</u>
Total assets less current over total assets			55,521		34,413
Creditors: amounts falling due after more than one year	12		(1,500)		(1,500)
Net assets			<u>54,021</u>		<u>32,913</u>
The funds of the charity					
Unrestricted funds	15				
General fund			8,064		30,873
Restricted funds	16		45,957		2,040
Total charity funds			<u>54,021</u>		<u>32,913</u>

For the year ending 31 March 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the provisions of the Companies Act 2006 applicable to companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees on 20 December 2021 and signed on its behalf by



Jack Lowe
Director

The notes on pages 15 to 22 form an integral part of these financial statements.

Curious Directive

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2021

1. Accounting policies

1.1. Basis of preparing the financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (issued October 2019) 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) - (Charities SORP (FRS 102)), and the Companies Act 2006.

The charity 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 notes.

1.2. Preparation of the accounts on a going concern basis.

The company is dependent on the continued support of grant aiding bodies. The trustees believe that the company will continue to receive this support and accordingly consider that it is appropriate to prepare the financial statements on the going concern basis.

1.3. Incoming resources

All incoming resources are included in the Statement of Financial Activities when:

- the charity is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

- Donations and legacies

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the charity must be used in future accounting periods, the income is deferred until those periods.
- when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

- Charitable activities

Theatre income - income from box office, performance fees and sundry other theatrical income is included in incoming resources in the period in which the relevant show takes place.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

Curious Directive

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Notes to the Financial Statements for the year ended 31 March 2021

- Donated services and facilities

Donated services or facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity 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.

- Investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

1.4. Resources expended

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

- Costs of raising funds

Costs incurred in attracting donations, and those incurred in trading activities that raise funds.

- Charitable activities

Theatre production costs - costs incurred in production and running of productions toured in the year.

- Support costs

The administrative and overhead costs associated with running the office from which the company operates as well as governance costs. Support are wholly attributable to theatre production costs.

- Governance costs

Costs associated with the constitutional and statutory requirements of the charity.

1.5. Fund accounting

Funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1.6. Pensions

The company operates a defined contribution scheme for the benefits of its employees. contributions are recognised as expenditure when due.

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Notes to the Financial Statements for the year ended 31 March 2021

1.7. Tangible fixed assets and depreciation

Individual fixed assets costing £300 or more are capitalised at cost.

Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Plant and machinery	-	4-8 years straight line
Fixtures/fittings/equipment	-	4-8 years straight line

1.8. Debtors

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

1.9. 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.

1.10. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.11. Financial Instruments

The charity 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.

1.12. Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually.

2. Incoming resources

The total incoming resources for the year have been derived from the principal activity undertaken wholly in the UK.

3. Other income

	2021 £	2020 £
Theatre Tax Relief (TTR)	-	22,883

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Notes to the Financial Statements
for the year ended 31 March 2021

4. Net income/(expenditure) for the year is stated after charging:

	2021	2020
	£	£
Depreciation of tangible fixed assets	8,768	4,379
Independent Examiners' remuneration		
- independent examination	1,200	1,200
- other services	600	1,020
	<u> </u>	<u> </u>

5. Trustees' emoluments and reimbursed expenses

The trustees received no remuneration during the year (2020 - £nil).

The aggregated amount reimbursed to trustees during the year was £nil (2020 - £nil).

6. Staff costs and numbers

	2021	2020
	£	£
Staff costs		
Salaries and wages	63,875	54,041
Social security costs	2,612	2,076
Pension costs	1,377	1,253
	<u> </u>	<u> </u>
	<u>67,864</u>	<u>57,370</u>

No employee earned £60,000 or more during the year (2020 - nil).

The key management personnel of the charity comprise the Trustees and the Senior Management Team. The total employee benefits of the key management personnel of the charity were £65,252 (2020 - £55,294).

Staff numbers

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	2021	2020
	Number	Number
Production	<u> 2 </u>	<u> 2 </u>

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**Notes to the Financial Statements
for the year ended 31 March 2021**

7. Pension costs

The company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £1,377 (2020 - £1,253).

8. 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.

9. Fixed assets - tangible assets

	Production equipment £	Fixtures/ fittings/ equipment £	Total £
Cost			
1 April 2020	11,756	6,342	18,098
Additions	20,362	17,116	37,478
31 March 2021	32,118	23,458	55,576
Depreciation			
1 April 2020	5,880	4,481	10,361
Charge for year	5,485	3,283	8,768
31 March 2021	11,365	7,764	19,129
Net book values			
31 March 2021	20,753	15,694	36,447
31 March 2020	5,876	1,861	7,737

10. Debtors

	2021 £	2020 £
Trade debtors	10,039	33,769
Other debtors	4,050	4,050
Prepayments and accrued income	1,083	25,258
	15,172	63,077

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Notes to the Financial Statements
for the year ended 31 March 2021

11. Creditors: amounts falling due within one year

	2021	2020
	£	£
Bank overdraft	-	5,967
Loan	450	450
Trade creditors	2,108	5,803
Other taxation/social security	2,659	1,646
Other creditors	1,312	1,695
Accruals	1,800	1,800
Deferred income (note 13)	-	20,485
	<u>8,329</u>	<u>37,846</u>

12. Creditors: amounts falling due after more than one year

	2021	2020
	£	£
Loan	<u>1,500</u>	<u>1,500</u>

13. Deferred income

	£
Balance at 1st April 2020	20,485
Amount released to incoming resources	(20,485)
Balance at 31st March 2021	<u>-</u>

Deferred income relates to box office/fees/guarantees received in advance.

14. Limited by guarantee

The private limited company is registered in EW - England & Wales, is limited by guarantee and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £10, to the company should it be wound up. At 31 March 2021 there were 7 members.

Curious Directive

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Notes to the Financial Statements for the year ended 31 March 2021

15. Unrestricted funds	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
General fund	30,873	204,656	(232,048)	4,583	8,064

16. Restricted funds	Brought forward £	Incoming resources £	Outgoing resources £	Transfers £	Carried forward £
Fixed assets	2,040	28,500	-	(4,583)	25,957
Science Club	-	10,213	(10,213)	-	-
Magic Me	-	20,485	(10,485)	-	10,000
SSSJ	-	10,000	-	-	10,000
	2,040	69,198	(20,698)	(4,583)	45,957

Fixed assets

This fund consists of grants/donations received specifically for the purchase of fixed assets. The funds are transferred to the general fund over the expected useful life of the assets.

The balance at 31 March 2021 is attributable to:

	£
Production equipment	25,957
	25,957

Science Club

This fund supports the delivery of our research and development programme that brings artists, scientists and the local community together for a series of events exploring scientific concepts and their artistic potential.

Magic Me

A multi-year programme of activity that curious directive is delivering in partnership with Excelcare and Magic Me for a care home in East Anglia.

SSSJ

curious directive is proud to continue their funding relationship with Norwich City Council who have funded them to consolidate and build upon their community-facing activities in 49 Elm Hill.

Curious Directive

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**Notes to the Financial Statements
for the year ended 31 March 2021**

17. Analysis of net assets between funds

	General funds £	Restricted funds £	Total £
Fund balances at 31 March 2021 are represented by:			
Tangible fixed assets	10,490	25,957	36,447
Net current assets	(926)	20,000	19,074
Long term (liabilities)	(1,500)	-	(1,500)
	<u>8,064</u>	<u>45,957</u>	<u>54,021</u>

18. Financial commitments

At 31 March 2021 the company had future minimum lease payments under non-cancellable operating leases, with payments falling due as follows:

	2021 £	2020 £
Due:		
Within one year	-	1,250

19. Related party transactions

During the year the trustees made donations to the charity of £nil (2020 - £3,000). All donations are freely given with no conditions attached.