

SPARE TYRE THEATRE COMPANY LIMITED

England & Wales · Charity number 273418

Details

Other names THE SIDEWALK THEATRE COMPANY LIMITED

Status Registered

Legal form Charitable company

Company number [01301049](#)

Registered 1977-05-23

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

Contact

Address Albany Centre & Theatre
Douglas Way
London
SE8 4AG

Phone 07598142058

Email info@sparetyre.org

Website <http://sparetyre.org>

Activities

Objects: (I) TO PROMOTE MAINTAIN IMPROVE AND ADVANCE EDUCATION BY THE PRODUCTION OF EDUCATIONAL PLAYS AND THE ENCOURAGEMENT OF THE ARTS INCLUDING THE ARTS OF DRAMA DANCE MIME SINGING AND MUSIC AND (II) IN THE INTERESTS OF SOCIAL WELFARE TO PROVIDE RECREATIONAL FACILITIES THROUGH THE MEDIUM OF SUCH ARTS FOR PEOPLE WHO HAVE NEED OF SUCH FACILITIES BY REASON OF THEIR YOUTH AGE OR ECONOMIC CIRCUMSTANCES.

Activities: Spare Tyre uses and makes theatre that enables voiceless communities and individuals to share and celebrate their untold stories transforming lives and challenging prejudice. We currently work with older people, adults with learning disabilities, people with advanced dementia, women who have experienced violence, and disenfranchised and economically communities across London and beyond.

Classification

- **How:** Provides Human Resources, Provides Services, Other Charitable Activities
- **What:** Education/training, Disability, Arts/culture/heritage/science, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Defined Groups, The General Public/mankind

Geography

- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£270,027	£256,722	-	-
2024-03-31	£254,127	£264,421	-	-
2023-03-31	£270,563	£282,825	-	-
2022-03-31	£346,358	£318,930	-	-
2021-03-31	£201,345	£171,421	-	-

Trustees

Name	Role	Appointed
Dawn Anne Davis	Chair	2024-06-19
Alexandra Yvonne Jones		2021-08-10
Hope Ward-Brown		2021-08-10
Janine Danielle Rennie		2024-06-18
Rhiannon Harriet Emily Robertson		2024-06-19
Sarah Louise Dean		2021-01-28

SPARE TYRE THEATRE COMPANY LIMITED

England & Wales - Charity number 273418

Accounts

Charity registration number 273418 (England and Wales)

Company registration number 1301049

SPARE TYRE THEATRE COMPANY LIMITED
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

SPARE TYRE THEATRE COMPANY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Alexandra Jones* Sarah Dean C M Patel Hope Ward-Brown* Katharine Welford* Rhiannon Robertson Dawn Davis Janine Rennie	(Appointed 19 June 2024) (Appointed 19 June 2024) (Appointed 18 June 2024)
Secretary	Rebecca Manson Jones	
Team Members	Rebecca Manson Jones Amanda Castro Lindsey Dear Rose Chorlton	Artistic Director/ CEO Executive Producer (maternity leave from September 2024) Executive Producer (Maternity Cover) (from October 2024) General Manager
Charity number (England and Wales)	273418	
Company number	1301049	
Registered office	The Albany Douglas Way London SE8 4AG	
Independent examiner	Tom Wilcox Counterculture Partnership LLP 23 St Leonards Road Bexhill-on-Sea East Sussex TN40 1HH	

SPARE TYRE THEATRE COMPANY LIMITED

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SPARE TYRE THEATRE COMPANY LIMITED

Spare Tyre Theatre Company Limited

Company Limited by Guarantee

Trustees Annual Report

Year ended 31st March 2025

The trustees, who are also directors for the purposes of the Companies Act, have pleasure in presenting their report and the financial statements of charity for the year ending 31st March 2025.

Reference and administrative details

Charity Number 273418

Company Number 1301049

Principal Office: The Albany, Douglas Way, London SE8 4AG

Bankers: Unity Trust Bank plc, 9 Brindley Place, 4 Oozells Square, Birmingham B1 2HB

Charities Aid Foundation Bank Limited, 25 Kings Mill Avenue, West Malling, Kent ME19 4JQ

Directors and Trustees

The board of Trustees at 31st March 2025 was:

Dawn Davis (Chair, appointed 19 June 2024)

Janine Rennie (appointed 18 June 2024)

Sarah Louise Dean

Alexandra Jones

Chirag Patel

Hope Ward-Brown

Katharine Welford

Rhiannon Robertson (appointed 19 June 2024)

No directors received any remuneration for so acting during the year.

Team Members

Rebecca Manson Jones - Artistic Director/ CEO

Amanda Castro - Executive Producer (maternity leave from September 2024)

Lindsey Dear – Executive Producer (Maternity Cover) (from October 2024)

Rose Chorlton - General Manager

Structure, Governance and Management

Governing document

Spare Tyre Theatre Company Ltd is a company limited by guarantee governed by its Memorandum and Articles of Association dated 3 March 1977. There are currently 8 members of the company each of whom agree to contribute £1 in the event of the company winding up.

The Company's name was changed by Special Resolution on 31 March 1979. The Memorandum and Articles of Association were amended by Special Resolution on 28 July 2009.

Recruitment and Appointment of new Trustees

The membership of the Board is regularly reviewed to ensure that members have the skills and expertise deemed necessary, as well as the communities and interests of the groups with which the company works. Recruitment is through open callouts and through encouraging ex-participants and related individuals to become involved.

Organisational Management

The trustees are responsible for the overall governance of the Company. Artistic vision and policy, day-to-day operational matters, and implementation of policies are delegated to the Artistic Director (CEO) and Executive Producer.

The trustees meet on a quarterly basis to discuss and ratify strategy. The trustees receive and review reports from staff including creative programme updates, management accounts, policy papers and new opportunities.

The trustees may form subcommittees or working groups as and when necessary to undertake specific duties delegated by the Board such as personnel or finance.

Business Planning & Financial Management

Spare Tyre operates on a 3-5 year planning model. A review of key staff and trustee roles and responsibilities is undertaken annually to ensure a dynamic framework for the future delivery of projects. The Company is currently a National Portfolio Organisation (NPO) of Arts Council England, and raises additional funding from trusts and foundations, individual and corporate donors, and community fundraising activities. It earns modest income by charging for some workshops and training and selling tickets for performances.

Related Parties

There are no related parties.

Risk Management

The management team undertakes a robust process of business risk assessment at regular intervals and reports any identified risks to the board of trustees at trustee meetings. The board monitors, reviews and manages these risks as appropriate.

Objectives and activities

The trustees confirm that they have complied with their duty to have due regard to the guidance, as laid out by the Charity Commission, on public benefit when reviewing the charity's aims and objectives, planning future activities and in the exercising of powers.

The objects of the company are:

Spare Tyre is a leading UK participatory arts company. Spare Tyre's work exists to engage those least engaged in arts and cultural activity. We produce multisensory,

accessible and inclusive touring theatre and participatory arts activities locally, nationally and internationally.

Our Mission

Spare Tyre is one of the UK's leading participatory theatre companies. We are artist, disability and female led. We make inclusive arts and theatre productions, experiences and projects in arts venues and non-traditional arts spaces including online and hybrid works, with people that are under-represented in arts and culture and society's wider decision making. Built on nearly 50 years' experience, our work is participatory, collaborative, immersive, taboo-busting and above all responsive to the passions and talents of the people who make it.

2024-2025 Overview and Highlights

After completing our Spring tour of *On the Beach* at the end of May 2024, our focus for the rest of 2024-2025 was on reflection, partnership building and new work and project development, with the aim of building into longer and more in-depth projects in 2025-2026 and further into 2026-2027, which will include celebrations for Spare Tyre's 50th anniversary.

Our current creative partnerships are with groups supporting:

- people living with dementia and their carers
- people living with long term health conditions including Long Covid
- learning disabled and neurodivergent people

This year, we:

- Supported 728 participants, 43% of whom live with dementia
- Produced a year-round participatory programme, comprising 5 participatory projects,
- Toured one sensory show to 14 locations, with 31 performances and workshops in theatres and care homes
- Offered 8 artist development one-to-one sessions
- Ran 92 creative workshop sessions and performances, both in person and online
- Supported 38 online participants, all of whom identify as having a long-term health condition/ disabled/ neurodivergent
- Worked with 35 creative freelancers and 2 volunteers

Team Changes

Executive Producer Amanda Castro went on maternity leave in September 2024. Lindsey Dear joined on a fixed term contract as her maternity cover, joining Spare Tyre in October 2024.

Artistic Director/CEO Rebecca Manson Jones took a month-long paid sabbatical in November 2024, to mark 5 years of service.

General Manager Rose Chorlton began an Apprenticeship: Assistant Accountant Level 3, supported by Spare Tyre and lasting upwards of a year. Spare Tyre has committed to 20% off the job training to allow Rose to complete the apprenticeship successfully.

On the Beach (Spring 2024)

"To see the impact the show had on the audience was so inspiring [...] this is obviously such a valuable initiative for patients and carers." – Audience feedback

In July 2023, we debuted our latest participatory sensory show, *On the Beach* in care settings and community venues across the London Borough of Havering (Greater London NE), in partnership with Queen's Theatre Hornchurch and Havering Changing.

In Spring 2024, we followed our hyperlocal tour with a national tour, completed with performances and workshops at Hoxton Hall, Stephen Joseph Theatre in Scarborough, The Seagull Lowestoft and as part of the Norfolk and Norwich Festival. The second tour allowed us to expand upon our hub model of creating and touring work, building crucial partnerships with venues across the country that will last into future projects and productions.

The Spring tour saw 27 performances and 4 workshops for 213 participants with dementia and 135 audience members (which includes informal carers, formal carers, care home support staff, and venue staff).

Credits (for both tours):

Performers	Kali Chandrasegaram, Sophie Holland, Peyvand Sadeghian, Pia Richards Glöckner
Concept, Direction & Videography	Rebecca Manson Jones
Design	Jens Demant Cole
Sound Design	Ilā Kamalagharan
Associate Artist	Lisa Muten
Movement Direction	Kali Chandrasegaram
Touring & Participation Director	Pia Richards Glöckner
Workshop Facilitators	Lisa Muten, Jazmin Qunta, Emily Lloyd, Abdul Sabir
Producer	Claude Graham, Khairiyah Nur Rhamli
Production Manager	Beatrice Galloway, Crin Claxton
Technical Stage Manager	Lucy Ventham, Talullah Harris
Costume Maker	Alice Searle
Additional Props	Charmaine Wombwell
Access Support Workers	Lara Marshall, Lisa Muten, Michelle Smith

Alongside our Spring tour of *On the Beach* we ran a series of Sensory Café sessions for people living with dementia and their carers at Hoxton Hall and the nearby Mary Seacole Nursing Home, in partnership with Hoxton Hall and funded by Hackney Housing. These sessions targeted specific deprived wards within Hackney. As part of this programme, we ran an introductory session to sensory practice for students based at Magic Me.

Artists: Lisa Muten, Sophie Holland, Rebecca Manson Jones, Lara Marshall, Pia Richards Glöckner

Chronically Creative

“I feel a sense of acceptance, being around people who understand...and relief. The new landscape isn’t necessarily bad, just different.” – Participant feedback

Following the success of our Covid Cafe initiative, the project has been refined and renamed, to be more inclusive of people living with any kind of long-term condition, not just Long Covid. We re-launched the programme in February 2025, with four sessions in February and March - the project continues into the 2025/26 financial year.

Chronically Creative is a lived-experience led project, designed for people living with Long Covid and other long term health conditions, people who are shielding and those whose conditions mean they find it difficult to leave the house. Sessions are delivered by skilled artistic practitioners with lived experience of long-term health conditions and/or disability. The format includes breathing, gentle arts activity and sharing of art that participants have made, companionship and connection. Our practice is flexible and agile: facilitators adapt content, so that every session is responsive to the needs of whoever is in the ‘room’ that day. We offer a non-judgmental meeting space with other people who ‘get it’ to share their lived experience, away from health talk and advice, rather focusing on connection with others and creativity – a ‘workout for the imagination’.

Chronically Creative is free and the sessions are for deliberately small numbers – each session has been fully subscribed. In 24/25 we supported 38 participants.

Facilitating Artists and Support Workers: Laura Rees, Monique Jackson, Lara Marshall, Sophie Holland (BSL support), Rebecca Manson Jones.

What Will Happen to the Cat?

Spare Tyre supported Associate Artist Lisa Muten to submit an Arts Council England National Lottery Project Grant application towards further development of *What Will Happen to the Cat?* co-created with Rebecca Manson Jones. Based on true events, this poignant, funny and sometimes shocking show is intended to engage families with an experience of dementia and to raise awareness and campaign against elder abuse. Lisa’s application was successful, and work began in October 2024 with the appointment of freelance producer Sharon Kanolik.

After a casting call and auditions, and the completion of the creative team with the addition of creative captioner Will Monks, the first R&D period began in late October with a four-day creation period at Brixton House and Hoxton Hall directed by Rebecca Manson Jones. Lisa and Rebecca continued their script development through the winter months, and workshops in London, online and Southampton took place in February 2025. We also convened a technical 'play day' with the creative team in order to advance the imbedded captioning plan for the production, utilising Lisa Muten's own drawings and Will Monks' creative captioning expertise, before returning to the rehearsal studio in early April for a rehearsed reading/sharing with an invited audience.

The participatory workshops revealed a new strand of online and in person workshop practice - supporting carers who are in the process of recognizing and learning to embrace this new identity.

In addition to Lisa's ACE national lottery project grant, additional funding was provided by Spare Tyre and Just Jones &, with in kind support from our partners MAST, Hoxton Hall and the Albany.

Credits:

Cast:

Jo Mayfield	Lesley Ewen
Tara/Ann/Luminita & other roles	Heidi Dorschler
Ted Mayfield	Griff Fender

Creative team:

Co-creator (story and visuals)	Lisa Muten
Co-creator (script and stage direction)	Rebecca Manson Jones
Videographer/animations	Will Monks
Designer	Jens Demant Cole
Production Manager	Crin Claxton
Stage Manager	Ella Godbold Holmes
Access Support Workers	Lara Marshall, Noemi Gunea
Drama Therapist	Jazmin Qunta
Workshop Facilitators	Lisa Muten, Rebecca Manson Jones
Producer	Sharon Kanolik

Vanishing Point R&D

Following the success of *On the Beach* we began development of a new touring piece co-created with and for people living with dementia and their carers. Under the working title *Vanishing Point*, the creative team convened at Scarborough's Stephen Joseph Theatre for a week of devising R&D. Half the creative team were Yorkshire-based or from Yorkshire and the local knowledge was very useful, as well as meeting our commitment to spend the funds in the locality of North Yorkshire.

We established a relationship with Dementia Forward, who support people living with young onset dementia to enable their carers to have some respite time. Two Dementia Forward groups from York and Scarborough (30 people) joined the team for co-creative workshops, feeding directly into the devising process. It was our first time working with a group of our contemporaries living with dementia. It requires a different skillset, and range of cultural references and impacts differently for the team. We found the sessions helped to root the concept of the show in the local landscape and we are excited about how the scenario will now reflect that.

Conception and Direction	Rebecca Manson Jones
Design	Jens Demant Cole
Associate Artist	Lisa Muten
Performer Facilitators	Emily Lloyd, Michelle Kelly
Producer/Support Worker	Sara Jackson

It All Makes Sensory

With funding support from a *Croydon Loves You (The London Mayor's Borough of Culture legacy fund)* grant, we ran a series of sensory workshops for residents of the Acacia Care Centre (residential care) in Selhurst as well as two drop-in sessions at Stanley Arts, working with 38 participants. In addition, we ran sensory training workshops for 10 artists and carers to develop their skills.

In Ilford, Essex, we ran a project in partnership with Redbridge Carers Support Service (RCSS), where we hosted 3 monthly sensory sessions for 75 participants living with dementia, and 11 carers.

Artist facilitators: Lisa Muten, Rebecca Manson Jones, Sophie Holland, Jazmin Qunta, Emily Lloyd

Assistant facilitator: Abdul Sabir

Tyre Pressure

Spare Tyre continued to work with Supported Artist David Munns through our Tyre Pressure strand of work. Artistic Director Rebecca Manson Jones provides dramaturgical and script surgery support on a regular basis to assist David – artist, magician, performer, writer - in developing projects. Having established with David that his aim is to write and perform his own solo illusion show, we began working towards supporting David to create an Arts Council England National Lottery Project Grant application, to be submitted in Q2 2025/26. Initial steps were to introduce David to Creative Access Worker, Kat Gill, who began the work of capturing David's words to create the core of the ACE application.

The Kinder Producing Model

The Kinder Producing Model embodies and enacts Spare Tyre's commitment to inclusive, ethical practice across all our projects and productions. Our aspiration is to ensure that the level of inclusion and flexibility we espouse as a hallmark of quality in our participant-focused work is extended to our rehearsals, touring, production, and

governance practices. We've committed to putting our values into practice with tangible changes to our working practices and project planning so that our work is kinder to the people we work with and for.

Actions implemented as part of the Kinder Producing Model in the past year included:

- Free Covid tests for freelancers and staff
- Establishing a bespoke working culture with each team at the start of every project taking into account access requirements e.g. scheduling reasonable hours during working days with regular breaks, supporting people who need more rest time
- A considered evaluation and reflection practice before, during and at the end of every project
- Support with sharing or creating Access statements/ riders
- Offer of confidential, subsidized counselling through Wellbeing in the Arts
- Commitment to anti-racist, anti-ableist, anti-homophobic practice
- Offering hybrid working patterns to office-based team members
- Offering access support at our Board meetings to Trustees.
- Offering subsidized or paid wellbeing counselling support to all staff and freelancers, recognizing that our work can take an emotional toll or open up unexpected griefs.

The Artistic Director continued to adapt her way of working in response to being one of the many thousands of people living with Long Covid. Her lived experience of dynamic disability continued to inform the discussions and actions within the company, and she continues to work a nine-day fortnight, as previously agreed with the Board.

Artist and Sector Development

Spare Tyre continues to be actively engaged in the sector at large, contributing to and moving discussions forward on best practice. In the past year this has included:

- Participating in a London Arts & Health conference at the Science Museum on Dementia arts in hospitals and hospices
- Attending the Cultural Inclusion Manifesto conference at the Royal Albert Hall
- Contributing to research undertaken by Dr Amy Skinner of York University into neurodivergent theatre-making
- Attending the 5-day Improbable Theatre residency *Get sh*t done differently*
- Regular attendance and active involvement in peer networks including What Next?, the Artist Led Network, Arts Work Alliance and Touring & Producing Companies Network.

The Artistic Director/CEO was also invited to participate in several Arts Council England initiatives, including membership of a disabled leaders' group and a user testing group for the new ACE Grantium 2.0 portal.

In addition, the Artistic Director/CEO was asked to support a number of ACE Developing Your Creative Practice applications for freelance artists/facilitators in a mentoring capacity.

In 2024 – 25, we engaged 35 creative freelancers. Of those who responded to our annual survey:

63% Female & Non-Binary

30% LGBTQ+

26% over 50

52% Disabled and/or Neurodivergent

33% Global Majority

On the Beach recruitment for our Spring 2024 tour led to paid opportunities for four new creative freelancers, two of whom are from global majority and all of whom were female or non-binary. Two students from Goldsmiths University underwent placements with us; both were female, one is from the global majority, and one is disabled.

We offered ongoing artistic support throughout the year for Associate Artists David Munns and Lisa Muten.

IT Upgrade

Thanks to a generous grant award from the Worshipful Company of Clothworkers, we were able to upgrade the office IT system, including a new printer and three new PCs.

Future Plans 2025/26

Team Changes

Amanda Castro will return from maternity leave and will take up her new co-leadership role as Executive Producer/Co-Chief Executive alongside Artistic Director/Co-Chief Executive Rebecca Manson Jones in August 2025.

General Manager Rose Chorlton continues her Level 3 Apprenticeship in Accounting expected to conclude Spring 2026.

New Work Development

Having undertaken two R&D processes in 2024/25 - *What Will Happen to the Cat?* (WWHTTC) and *Vanishing Point* - we will continue to develop both projects towards future touring. Working with Associate Artist Lisa Muten, we will support her to submit an Arts Council England National Lottery Project grant application for WWHTTC, and fundraising work will continue to support the next stage of *Vanishing Point*.

Sector Development

Spare Tyre has been commissioned by Croydon Council to run a Creative Health intervention and training pilot programme as part of its Adult Social Care provision.

Bush Theatre Local Partnership Scheme

Spare Tyre has been invited by the Bush Theatre in west London to collaborate with them on their Local Partnership Scheme, working with a group of learning and physically disabled adults. The project will be led by Spare Tyre regular freelance artist Jazmin Qunta and will run from October 2025-March 2026.

Kinder Producing Model and symposium

Our aim is to formalise our inclusive practices in a written document that we will share widely among the wider sector, calling for positive change in the way that all arts companies create and tour work. We also plan to host a symposium as part of the dissemination process.

Participatory Projects

We will continue to engage participant groups in a year-round programme:

- It All Makes Sensory creative sensory workshops and activities with Redbridge Carers Support Service, Acacia Care Centre and the Memory Tree Cafe
- Chronically Creative: The continuation and creative development of our online creative wellbeing sessions for people with Long Covid or other long term health conditions
- Tyre Pressure: Sustained support and mentoring of disabled artists towards development of their creative practice. Spare Tyre will continue to work with David Munns, seeking funding to produce a showcase magic and mentalism event and connecting David with a specialist magic producer as part of his professional development.

Safeguarding

Spare Tyre embraces embedding safeguarding through all our practices. The organisation's Safeguarding policy and code of conduct were overhauled and reviewed in October 2024. These are reviewed annually. Designated Safeguarding Lead, Rebecca Manson Jones and Safeguarding Lead trustee, Katie Welford remain responsible. All Trustees take online Safeguarding training, and all freelancers are inducted in Safeguarding and our code of conduct. Our Safeguarding policy interacts with our GDPR, Dignity At Work and Social Media policies in particular.

Fair pay

Spare Tyre remains a London Living Wage employer. In 21-22, we became an ITC/ Equity Ethical Manager (renamed the Fair Work Approved scheme) and pay the roles covered by this agreement the suggested rates of ITC/ Equity minimum +15%.

Climate Emergency

Spare Tyre works with Julie's Bicycle to monitor its carbon footprint, including touring and use of materials. We are committed to the stipulations of the Green Book with our own digest made available to all designers and creative leads, and a commitment to working within in it (and paid time to do so) included in all contracts. We have a "check and re-use before you buy" policy to ensure duplicate materials

are not ordered and items repurposed where possible. The company is a signatory to the Culture Declares movement to declare the climate and ecological emergency.

Financial Review

Income was lower this year at £270,027 (2024 - £293,593), and expenditure also decreased at £256,722 (2024 - £296,361). This was as expected as the bulk of our On the Beach tour, which generated additional expenditure and income, took place in the previous year.

We end the year with a surplus of £13,305, an improvement on the previous year which ended in a deficit (2024 - £2,768) and better than anticipated, as the initial budget anticipated a drawdown of £4,000 from our designated reserves.

Income from grants and donations was higher than the previous year at £188,654 (2024 - £179,555). Income from other trading activities decreased slightly to £51,917 (2024 - £53,789) and income from Trusts & Foundations also decreased to £26,800 (2024- £57,000), a reflection the increased competition in this field and the smaller projects that we were undertaking this year, requiring less fundraising.

Reserves (Total Funds) consist of free reserves, restricted and designated funds. The financial position at year-end revealed by the Balance Sheet shows net current assets or working capital of £157,760 (2024 - £144,455). The net book value of tangible fixed assets held, all of which are used directly for charitable purposes, amounted to £4,977 (2024 - £1,272).

Reserves

The Trustees have had regard to the liquidity requirements of operating the company and have established a reserves policy (see below).

The Trustees have established the level of reserves (that is those funds that are freely available) to maintain adequate working capital. Reserves are needed to bridge the funding gaps between spending on projects and receiving resources, or to mitigate unexpected and temporary drops in income. The trustees have examined the charity's requirement for reserves in light of the main risks to the organisation. It is the aim of the Trustees to maintain the level of reserves so that they equate to a minimum of three months of running costs. In addition, the Trustees may identify Designated Funds to assist long-term planning for the company.

At the year end, financial statements showed reserves of £157,760 (2024 - £144,455) of which £7,000 are restricted and £4,977 in tangible fixed assets. In addition, the Trustees have set aside designated funds totaling £64,000 (2024 - £44,000). This consists of an Artistic Purposes Fund (£54,000), to support forthcoming artistic projects, and an Innovation and Futures Fund (£10,000), to assist in emergencies and/or with longer-term infrastructure.

The unrestricted funds not designated or invested in tangible fixed assets is £81,783

SPARE TYRE THEATRE COMPANY LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

(2024 - £84,183). This level of reserves provides Spare Tyre with just over 3 month's running costs, in line with our policy.

Funders

In 24/25, Spare Tyre is grateful to receive funding from the following supporters and co-producers:

- Arts Council England (National Portfolio Organisation)
- MA Jones (Eastwind Fund)
- Peter Sowerby Foundation
- Souter Charitable Trust
- Worshipful Company of Clothworkers
- Croydon Borough Council – Croydon Loves You fund

Going Concern

The trustees confirm that in their opinion it is appropriate to prepare these accounts on a going concern basis. The trustees also confirm that in their opinion the charity will be able to continue to operate for at least 12 months from the date of this report.

Statement of Trustees' responsibilities

Company Law which is also applicable to charitable companies in England and Wales requires the directors, who are also trustees of the company, to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the results of the company for that year.

In preparing those financial statements, the directors/trustees are required to:

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

The directors/trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with company law, as the company's directors we certify that:

- So far as we are aware there is no relevant audit information of which the company's examiner is unaware;
- We have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the company's examiners are aware of that information.

The trustees' report was approved by the Board of Trustees.

Dawn Davis
DAWN DAVIS (MOB 018 7005 11 08 35 GMT)

Dawn Davis

Chair of Trustees

Date: 18/11/2025
Date:

SPARE TYRE THEATRE COMPANY LIMITED

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF SPARE TYRE THEATRE COMPANY LIMITED

I report to the trustees on my examination of the financial statements of Spare Tyre Theatre Company Limited (the charity) for the year ended 31 March 2025.

Responsibilities and basis of report

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

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

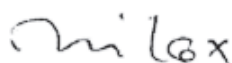
Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must 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 Fellow Member of the Association of Charity Independent Examiners, which is one of the listed bodies.

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

- 1 accounting records were not kept in respect of the charity as required by section 386 of the Companies Act 2006.
- 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 Companies Act 2006 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 for accounting and reporting by charities applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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



Tom Wilcox

Counterculture Partnership LLP
23 St Leonards Road
Bexhill-on-Sea
East Sussex
TN40 1HH
Date: 19 November 2025

SPARE TYRE THEATRE COMPANY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Current financial year		Unrestricted funds general 2025 £	Unrestricted funds Designated 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
	Notes					
Income from:						
Donations and legacies	3	184,063	-	4,591	188,654	179,555
Charitable activities	5	51,917	-	26,800	78,717	110,789
Investments	4	2,656	-	-	2,656	3,249
Total income		238,636	-	31,391	270,027	293,593
Expenditure on:						
Charitable activities	6	217,331	-	39,391	256,722	296,361
Total expenditure		217,331	-	39,391	256,722	296,361
Net income/(expenditure)		21,305	-	(8,000)	13,305	(2,768)
Transfers between funds		(20,000)	20,000	-	-	-
Net movement in funds	8	1,305	20,000	(8,000)	13,305	(2,768)
Reconciliation of funds:						
Fund balances at 1 April 2024		85,455	44,000	15,000	144,455	147,223
Fund balances at 31 March 2025		86,760	64,000	7,000	157,760	144,455

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

SPARE TYRE THEATRE COMPANY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Prior financial year		Unrestricted funds general 2024 £	Unrestricted funds Designated 2024 £	Restricted funds 2024 £	Total 2024 £
	Notes				
Income from:					
Donations and legacies	3	155,089	-	24,466	179,555
Charitable activities	5	95,789	-	15,000	110,789
Investments	4	3,249	-	-	3,249
Total income		254,127	-	39,466	293,593
Expenditure on:					
Charitable activities	6	264,421	10,000	21,940	296,361
Total expenditure		264,421	10,000	21,940	296,361
Net income/(expenditure)		(10,294)	(10,000)	17,526	(2,768)
Transfers between funds		10,000	-	(10,000)	-
Net movement in funds	8	(294)	(10,000)	7,526	(2,768)
Reconciliation of funds:					
Fund balances at 1 April 2023		85,749	54,000	7,474	147,223
Fund balances at 31 March 2024		85,455	44,000	15,000	144,455

SPARE TYRE THEATRE COMPANY LIMITED

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	12		4,977		1,272
Current assets					
Debtors	13	8,871		10,898	
Cash at bank and in hand		164,152		149,115	
		173,023		160,013	
Creditors: amounts falling due within one year	14	(20,240)		(16,830)	
Net current assets			152,783		143,183
Total assets less current liabilities			157,760		144,455
The funds of the charity					
Restricted income funds	17		7,000		15,000
Unrestricted funds - general	19		86,760		85,455
Unrestricted funds - Designated	18		64,000		44,000
			157,760		144,455

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025.

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

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

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

The financial statements were approved by the trustees on **18 November 2025**

Dawn Davis

Dawn Davis (Nov 18, 2025 11:08:35 GMT)

Dawn Davis

Chair of Trustees

Company registration number 1301049 (England and Wales)

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

Spare Tyre Theatre Company Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is The Albany, Douglas Way, London, SE8 4AG.

1.1 Accounting convention

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

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

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

1.2 Going concern

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

1.3 Charitable funds

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

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

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

1.4 Income

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

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

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

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.5 Expenditure

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

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

1.6 Tangible fixed assets

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

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

Office equipment	20% on straight line basis
Computer and touring equipment	over 3 years

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

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1.9 Financial instruments

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

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

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

Basic financial liabilities

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

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

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

Derecognition of financial liabilities

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

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

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

2 Critical accounting estimates and judgements

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

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

3 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	5,952	-	5,952	1,443	-	1,443
Grants	178,111	4,591	182,702	153,646	24,466	178,112
	<u>184,063</u>	<u>4,591</u>	<u>188,654</u>	<u>155,089</u>	<u>24,466</u>	<u>179,555</u>

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

4 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	2,656	3,249

5 Income from charitable activities

	Total 2025 £	Total 2024 £
Trusts & Foundations	26,800	57,000
Fees, commissions, hires & misc income	51,917	53,789
	<u>78,717</u>	<u>110,789</u>

Analysis by fund

Unrestricted funds - general	51,917	95,789
Restricted funds	26,800	15,000
	<u>78,717</u>	<u>110,789</u>

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

6 Expenditure on charitable activities

	Total 2025 £	Total 2024 £
Direct costs		
Artists' and creative fees	35,087	72,602
Travel and subsistence expenses	3,403	678
Production costs	11,828	12,072
Studio and venue hire	84	1,535
Marketing	294	320
Documentation and evaluation	365	1,937
Access	3,306	7,143
Rent and storage	-	2,405
Recruitment, training and welfare	-	358
Research and conferences	-	240
	<u>54,367</u>	<u>99,290</u>
Share of support and governance costs (see note 7)		
Support	199,919	193,040
Governance	2,436	4,031
	<u>256,722</u>	<u>296,361</u>
Analysis by fund		
Unrestricted funds - general	217,331	264,421
Unrestricted funds - Designated	-	10,000
Restricted funds	39,391	21,940
	<u>256,722</u>	<u>296,361</u>

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

7 Support costs allocated to activities

	Total 2025 £	Total 2024 £
Staff costs	154,424	151,908
Depreciation	2,807	638
Production costs	-	5,669
Access	5,545	3,538
Administration, travel and other fees	420	190
Rent and storage	21,834	18,302
Telephone	433	435
Insurance	1,596	1,596
Postage, stationery and IT costs	3,437	5,208
Subscriptions	5,063	1,667
Research/conferences & sundry expenses	188	253
Recruitment, training & welfare	4,172	3,636
Governance	2,436	4,031
	<u>202,355</u>	<u>197,071</u>

	2025 £	2024 £
Governance costs comprise:		
Audit fees	2,112	1,800
Accountancy	-	1,500
Legal and professional	324	731
	<u>2,436</u>	<u>4,031</u>

8 Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the independent examination of the charity's financial statements	2,112	1,800
Depreciation of owned tangible fixed assets	2,807	638
	<u>2,112</u>	<u>1,800</u>

9 Trustees

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

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

10 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Management	4	3

Employment costs

	2025 £	2024 £
Wages and salaries	136,245	140,015
Social security costs	10,429	5,359
Other pension costs	7,750	6,534
	<u>154,424</u>	<u>151,908</u>

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

11 Taxation

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

12 Tangible fixed assets

	Office equipment £	Computer and touring equipment £	Total £
Cost			
At 1 April 2024	2,945	27,709	30,654
Additions	6,512	-	6,512
Disposals	(2,945)	(25,801)	(28,746)
At 31 March 2025	<u>6,512</u>	<u>1,908</u>	<u>8,420</u>
Depreciation and impairment			
At 1 April 2024	2,945	26,437	29,382
Depreciation charged in the year	2,171	636	2,807
Eliminated in respect of disposals	(2,945)	(25,801)	(28,746)
At 31 March 2025	<u>2,171</u>	<u>1,272</u>	<u>3,443</u>
Carrying amount			
At 31 March 2025	<u>4,341</u>	<u>636</u>	<u>4,977</u>
At 31 March 2024	<u>-</u>	<u>1,272</u>	<u>1,272</u>

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

13 Debtors		2025	2024
		£	£
Amounts falling due within one year:			
Trade debtors		1,317	4,200
Other debtors		2,397	2,757
Prepayments and accrued income		5,157	3,941
		8,871	10,898
		8,871	10,898
14 Creditors: amounts falling due within one year		2025	2024
		£	£
	Notes		
Other taxation and social security		8,498	8,695
Deferred income	15	3,000	-
Trade creditors		3,999	2,394
Other creditors		331	1,861
Accruals		4,412	3,880
		20,240	16,830
		20,240	16,830
15 Deferred income		2025	2024
		£	£
Arising from Charles S French Charitable Trust		3,000	-
		3,000	-
		3,000	-
Deferred income is included in the financial statements as follows:			
		2025	2024
		£	£
Deferred income is included within:			
Current liabilities		3,000	-
		3,000	-
		3,000	-
Movements in the year:			
Deferred income at 1 April 2024		-	-
Resources deferred in the year		3,000	-
		3,000	-
Deferred income at 31 March 2025		3,000	-
		3,000	-
		3,000	-
16 Retirement benefit schemes		2025	2024
		£	£
Defined contribution schemes			
Charge to profit or loss in respect of defined contribution schemes		7,750	6,534
		7,750	6,534
		7,750	6,534

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

16 Retirement benefit schemes

(Continued)

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

17 Restricted funds

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

	At 1 April 2024	Incoming resources	Resources expended	Transfers	At 31 March 2025
	£	£	£	£	£
Eastwind Fund	15,000	-	(8,000)	-	7,000
The Cloth Workers' Foundation	-	6,800	(6,800)	-	-
Peter Sowerby Foundation	-	18,000	(18,000)	-	-
Croyden Loves You	-	4,591	(4,591)	-	-
Souter Charitable Trust	-	2,000	(2,000)	-	-
	<u>15,000</u>	<u>31,391</u>	<u>(39,391)</u>	<u>-</u>	<u>7,000</u>
	<u><u>15,000</u></u>	<u><u>31,391</u></u>	<u><u>(39,391)</u></u>	<u><u>-</u></u>	<u><u>7,000</u></u>
Previous year:	At 1 April 2023	Incoming resources	Resources expended	Transfers	At 31 March 2024
	£	£	£	£	£
Morris Beneficent Trust	7,474	-	(7,474)	-	-
Eastwind Fund	-	15,000	-	-	15,000
Arts Council England: On the Beach production	-	24,466	(14,466)	(10,000)	-
	<u>7,474</u>	<u>39,466</u>	<u>(21,940)</u>	<u>(10,000)</u>	<u>15,000</u>
	<u><u>7,474</u></u>	<u><u>39,466</u></u>	<u><u>(21,940)</u></u>	<u><u>(10,000)</u></u>	<u><u>15,000</u></u>

Note to Restricted Funds

Eastwind Fund - this is a restricted to artistic, creative and participatory costs especially those that relate to the promotion and inclusion of women's artistic and creative participation in the work of Spare Tyre, and/or to support projects at an early stage in creative development, over a minimum of 3 years.

The Project Grant and Morris Beneficent funds - These were funds spent towards costs related to the production and tour of 'On the Beach'

Peter Sowerby Foundation - These were funds spent on the 'On the Beach' tour and Scarborough/ Vanishing Point R & D.

Croydon Loves You - These were funds spent on our 'It All Makes Sensory' project with people with dementia, and delivering sensory training sessions for Croydon residents.

Charles S French Charitable Trust - These were funds for 'It All Makes Sensory' Redbridge to be carried forward into 25/26.

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

18 Unrestricted funds - Designated

These are unrestricted funds which are material to the charity's activities. The Board of Trustees agreed to a £25,000 increase in our designated fund towards the creation of the new Artistic reserve for the year.

	At 1 April 2024 £	Resources expended £	Transfers £	At 31 March 2025 £
Artistic fund	44,000	-	10,000	54,000
Innovation and futures fund	-	-	10,000	10,000
	<u>44,000</u>	<u>-</u>	<u>20,000</u>	<u>64,000</u>
	<u><u>44,000</u></u>	<u><u>-</u></u>	<u><u>20,000</u></u>	<u><u>64,000</u></u>
Previous year:	At 1 April 2023 £	Resources expended £	Transfers £	At 31 March 2024 £
Creative fund	44,000	-	-	44,000
Innovation & Futures fund	10,000	(10,000)	-	-
	<u>54,000</u>	<u>(10,000)</u>	<u>-</u>	<u>44,000</u>
	<u><u>54,000</u></u>	<u><u>(10,000)</u></u>	<u><u>-</u></u>	<u><u>44,000</u></u>

19 Unrestricted funds

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

	At 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
General funds	85,455	238,636	(217,331)	(20,000)	86,760
	<u>85,455</u>	<u>238,636</u>	<u>(217,331)</u>	<u>(20,000)</u>	<u>86,760</u>
	<u><u>85,455</u></u>	<u><u>238,636</u></u>	<u><u>(217,331)</u></u>	<u><u>(20,000)</u></u>	<u><u>86,760</u></u>
Previous year:	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
General funds	85,749	254,127	(264,421)	10,000	85,455
	<u>85,749</u>	<u>254,127</u>	<u>(264,421)</u>	<u>10,000</u>	<u>85,455</u>
	<u><u>85,749</u></u>	<u><u>254,127</u></u>	<u><u>(264,421)</u></u>	<u><u>10,000</u></u>	<u><u>85,455</u></u>

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

20 Analysis of net assets between funds

	Unrestricted funds general 2025 £	Unrestricted funds Designated 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 March 2025:				
Tangible assets	4,977	-	-	4,977
Current assets/(liabilities)	81,783	64,000	7,000	152,783
	<u>86,760</u>	<u>64,000</u>	<u>7,000</u>	<u>157,760</u>
	Unrestricted funds general 2024 £	Unrestricted funds Designated 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 March 2024:				
Tangible assets	1,272	-	-	1,272
Current assets/(liabilities)	84,183	44,000	15,000	143,183
	<u>85,455</u>	<u>44,000</u>	<u>15,000</u>	<u>144,455</u>

21 Related party transactions

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






Updated Final Accounts for the year ended 31.03.2025

Final Audit Report

2025-11-18

Created:	2025-11-18
By:	Rose Chorlton (rose@sparetyre.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAADkvA5FteEhzQ7QRA38tZaCdRkxZo76xz

"Updated Final Accounts for the year ended 31.03.2025" History

-  Document created by Rose Chorlton (rose@sparetyre.org)
2025-11-18 - 11:04:57 AM GMT- IP address: 51.52.16.101
-  Document emailed to Dawn Davis (davisdawn@me.com) for signature
2025-11-18 - 11:05:05 AM GMT
-  Email viewed by Dawn Davis (davisdawn@me.com)
2025-11-18 - 11:07:59 AM GMT- IP address: 104.28.86.106
-  Document e-signed by Dawn Davis (davisdawn@me.com)
Signature Date: 2025-11-18 - 11:08:35 AM GMT - Time Source: server- IP address: 62.49.149.187
-  Agreement completed.
2025-11-18 - 11:08:35 AM GMT

SPARE TYRE THEATRE COMPANY LIMITED

England & Wales - Charity number 273418

Accounts

Charity registration number 273418

Company registration number 1301049 (England and Wales)

SPARE TYRE THEATRE COMPANY LIMITED
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

SPARE TYRE THEATRE COMPANY LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Alexandra Jones* Sarah Dean Chirag Patel Hope Ward-Brown* Katharine Welford*
Secretary	Rebecca Manson Jones
Charity number	273418
Company number	1301049
Registered office	The Albany Douglas Way London SE8 4AG
Independent examiner	Tom Wilcox Counterculture Partnership LLP Unit 115 Ducie House Ducie Street Manchester M1 2JW

SPARE TYRE THEATRE COMPANY LIMITED

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SPARE TYRE THEATRE COMPANY LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2024

The trustees present their annual report and financial statements for the year ended 31 March 2024.

Objectives and activities

The trustees confirm that they have complied with their duty to have due regard to the guidance, as laid out by the Charity Commission, on public benefit when reviewing the charity's aims and objectives, planning future activities and in the exercising of powers.

The objects of the company are:

Spare Tyre is a leading UK participatory arts company. Spare Tyre's work exists to engage those least engaged in arts and cultural activity. We produce multisensory, accessible and inclusive touring theatre and participatory arts activities locally, nationally and internationally.

Our Mission

Spare Tyre is one of the UK's leading participatory theatre companies. We are artist, disability and female led. We make inclusive arts and theatre productions, experiences and projects in arts venues and non-traditional arts spaces including online and hybrid works, with people that are under-represented in arts and culture and society's wider decision making. Built on more than 40 years' experience, our work is participatory, collaborative, immersive, taboo-busting and above all responsive to the passions and talents of the people who make it.

2023-2024 Overview and Highlights

The past year has seen a lot of change within the company. We have said goodbye to interim post-holders, welcomed new and returning team members, celebrated the achievements of our participants and embarked on a series of ambitious and rewarding projects and productions.

Our current creative partnerships are with groups supporting:

- learning disabled and neurodivergent people
- people living with dementias and their carers
- people living with long term health conditions including Long Covid.

This year we:

- Reached 758 people with our work both as participants and audience members
- Worked with 32 artists
- Brought work to 32 locations across the country

SPARE TYRE THEATRE COMPANY LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Team Changes

Following the departure of Executive Director John Holmes in September 2022, interim cover was provided on a freelance basis by Keith Jeffrey until May 2023, and Rachel Harris until August 2023. Amanda Castro joined the team as permanent Executive Producer, a new role, in September 2023 (with the intention that the post-holder progresses to Co-CEO after one year).

Rose Chorlton, General Manager, returned from maternity leave in September 2023. Adam Line's contract was extended as maternity cover for four days per week until August with Claude Graham providing support 1 day a week. Claude Graham also continued to work regularly as a freelance producer for the company until December 2023. Janine Rennie provided freelance bookkeeping support from June 2023 to March 2024.

Programme

On the Beach (Summer 2023 & Spring 2024)

"To see the impact the show had on the audience was so inspiring [...] this is obviously such a valuable initiative for patients and carers." – Audience feedback

In July 2023, we debuted our latest participatory sensory show, On The Beach in care settings and community venues across the London Borough of Havering (Greater London NE), in partnership with Queen's Theatre Hornchurch and Havering Changing.

Made for older people living with dementia and their carers, this touring sensory show explored the myth and magic of the beach, and its rich history as a working space, with all the stories and practical skills from net-mending to boatbuilding, varnishing, fish mongering, sail-mending, knitting and gutting. Performances were deliberately for small audiences of a maximum of 8 people with dementia plus their carers, to allow for the maximum level of care, attention and engagement with our audiences. We ran a series of creative workshops that used the sensory techniques explored in the show to engage participants in creativity and reminiscence, as well as staff training and artist training workshops, sharing these techniques to build confidence in carers, professionals and artists in running these types of activities themselves.

In Spring 2024, we followed this hyperlocal tour with a national tour, with performances in care homes in greater London (South East) as well as visiting coastal areas across the country, including MAST Studios Southampton (where we are an Associate Company). In the following financial year (2024/2025) we completed the tour with performances and workshops at Hoxton Hall, Stephen Joseph Theatre in Scarborough, The Seagull Lowestoft and as part of the Norfolk and Norwich Festival. The second tour allowed us to expand upon our hub model of creating and touring work, building crucial partnerships with venues across the country that will last into future projects and productions.

Across both tours, we offered 22 performances, 20 workshops and reached a total of 294 participants living with dementia and 44 additional audience members including professional and family carers. (Note: these figures do not include performances and workshops that have fallen into the 24/25 financial year).

SPARE TYRE THEATRE COMPANY LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Credits (for both tours):

Performers Kali Chandrasegaram, Sophie Holland, Peyvand Sadeghian, Pia Richards Glockner

Concept, Direction & Videography Rebecca Manson Jones

Design Jens Demant Cole

Sound Design Ilā Kamalagharan

Associate Artist Lisa Muten

Movement Direction Kali Chandrasegaram

Touring & Participation Director Pia Richards Glöckner

Workshop Facilitators Lisa Muten, Jazmin Qunta, Emily Lloyd, Abdul Sabir

Producer Claude Graham, Khairiyah Nur Rhamli

Production Manager Beatrice Galloway, Crin Claxton

Technical Stage Manager Lucy Ventham, Talullah Harris

Costume Maker Alice Searle

Additional Props Charmaine Wombwell

Access Support Workers Lara Marshall, Lisa Muten, Michelle Smith

Alongside our Spring tour of *On the Beach* we ran a series of Sensory Café sessions for people living with dementia and their carers at Hoxton Hall and the nearby Mary Seacole Nursing Home, in partnership with Hoxton Hall and funded by Hackney Housing. These sessions targeted specific deprived wards within Hackney. The Sensory Café project represented a positive development in our ongoing collaborations with Hoxton Hall following our *Revue & Rendezvous* event (see below).

Revue & Rendezvous (November 2023)

"I LOVED the mix of performances and the ability to chat to people"
"More more more! This could be a regular thing" - Audience feedback

In November 2023 we ran a special one-off celebration event in recognition of the 20-year anniversary of three long-standing Spare Tyre participants: Chirag Patel (current trustee), David Munns (associate artist) and Ellie Mason (associate artist).

The evening took the form of a cabaret event and featured performances from all three participants, alongside interactive installations, exhibitions, and activities, compered by Ada Campe, and was a fitting tribute to the talent and dedication of our participants.

SPARE TYRE THEATRE COMPANY LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Overall there were 8 participants and 22 audience members for this event. The event was shared online via Zoom with Ali Newton the visual artist attending remotely.

Credits:

Concept & Curation	Rebecca Manson Jones
Co-comperes	David Munns & Ada Campe
Artist	Chirag Patel
Artist	Ellie Mason
Animators	Sophie Holland, Jazmin Qunta, Jens Cole
Visual Arts Contributor	Ali Newton
Access Support	Lara Marshall
Producers	Claude Graham & Chirag Patel

Ghyama Arts! (September – December 2023)

"I can't emphasize this enough – without Spare Tyre we would not get this immersive interaction nor would our service users be able to experience this sort of artistic experience anywhere else." - Feedback, BPCA

Ghyama Arts! (meaning 'awesome arts' in Bengali) is a collaboration with St Margaret's House and the Bangladeshi Parents and Carers Association (BPCA) in Tower Hamlets, a family led charity supporting adults with multiple and complex disabilities. This was the fourth year of operation funded by the City Bridge Trust.

We ran regular weekly workshops for two participant groups from BPCA, encompassing sensory techniques, movement and storytelling. Participating Artists: Yolande Bramble-Carter, Sophie Holland, Jazmin Qunta, Abdul Sabir. We were able to continue to develop Bengali speaking Abdul Sabir's facilitating experience.

In numbers:

- 23 workshops took place with a total attendance of 156 (an increase from the previous year).
- 20 learning disabled adults took part, and 9 carers
- 10 people attended the end of year sharing event

Covid Café & Shielders' Stage

"Long Covid is such a desperately lonely experience and this is the first time in a year I didn't feel alone." – Participant feedback

Covid Café is our programme of online creative workshops for people living with Long Covid and other long term health conditions.

We ran 4 online sessions during this time (completing a project that had begun in the previous financial year), working with 14 participants. The second thread of funding allowed us to offer a connected series alongside the previously established drop-ins.

SPARE TYRE THEATRE COMPANY LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Shielders' Stage was an extension of Covid Café, developed in response to feedback received from participants. It provided an online showcase of work by artists and participants at home, otherwise excluded from the arts due to disability: health conditions, caring responsibilities or geography. Events featured creative work in a variety of disciplines short plays, music and visual arts.

Two Shielders' Stage events took place in May and September 2023, featuring 5 participants and reaching an estimated audience of 110. 100% of contributors were disabled or had a long-term health condition. Participating Artists and Support Workers: Laura Rees, Monique Jackson, Rebecca Manson Jones, Lara Marshall, Sophie Holland.

The Kinder Producing Model

The Kinder Producing Model embodies and enacts Spare Tyre's commitment to inclusive, ethical practice across all our projects and productions. Our aspiration is to ensure that the level of inclusion and flexibility we espouse as a hallmark of quality in our participant-focused work is extended to our rehearsals, touring, production, and governance practices. We've committed to putting our values into practice with tangible changes to our working practices and project planning so that our work is kinder to the people we work with and for.

Actions implemented as part of the Kinder Producing Model in the past year included:

- Free Covid tests for freelancers and staff
- Compensation scheme for freelancers falling sick due to Covid during longer running projects
- Establishing a bespoke working culture with each team at the start of every project taking into account access requirements eg:
 - Rehearsals and touring weeks organized into blocks, with at least one week off after every 2-3 weeks of rehearsal or performances
 - Scheduling reasonable hours during working days with regular breaks, supporting people who need more rest time
- A considered evaluation and reflection practice before, during and at the end of every project
- Support with sharing or creating Access statements/ riders
- Offer of confidential, subsidized counselling through Wellbeing in the Arts
- Commitment to anti-racist, anti-ableist practice
- Offering hybrid working patterns to office-based team members
- Negotiating with stakeholders around deadlines to ensure the office-based team are not working extended hours.
- Offering access support at our Board meetings to Trustees.

The Artistic Director continued to adapt her way of working in response to being one of the many thousands of people living with Long Covid. Her lived experience of dynamic disability continued to inform the discussions and actions within the company. During the year, she agreed with the Board of Trustees a new working system allowing her to work a nine-day fortnight.

SPARE TYRE THEATRE COMPANY LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Other work – Advisory Group & Evaluation

We held two periods of reflection on the artistic quality and impact of our recent projects: in April we evaluated Ghyama! Covid Café and Lewisham Mencap projects, and in July we evaluated the first tour of On The Beach. Evaluation is intrinsic to our practice in sharing knowledge and discoveries, confronting and acknowledging challenges and areas to improve. These sessions were led by the Artistic Director and involved all artists involved in the projects.

We developed a method of interactive workshop to enable our participants to give us feedback direct and unfiltered by their support workers, as well as asking support workers and partners to comment on our work together.

Artist and Sector Development

“Your insight and extensive experience as a cultural practitioner, as well as your lived experience, played a huge part in making this a successful event...thank you for your support in providing safe and inclusive spaces to design a better London for everyone” – Sadiq Khan, Mayor of London, following the ‘London Health Creative City’ event

Spare Tyre continues to be actively engaged in the sector at large, contributing to and moving discussions forward on best practice. In the past year this has included:

- In May, our Artistic Director and Monique Jackson were invited by Thrive London (The London Mayor's initiative to tackle mental ill-health in the capital) to present to an audience of 100 representatives of socially engaged arts organisations, politicians, and members of the Greater London Assembly, about the importance, value, impact and challenges of the Covid Café programme. For many it was a first insight into the isolation created by long term health conditions and the impact creativity can have in combatting mental ill-health.
- Lara Marshall represented Spare Tyre in the parallel community of practice in the Thrive London programme.
- Our Artistic Director Rebecca Manson Jones and freelance producer Claude Graham represented Spare Tyre at the roundtable event at City Hall marking the culmination of the London Mayor's, Lewisham London Borough of Culture in 2022 (We Will Be Happy Here our project with Lewisham Mencap in 2022 was one of the commissioned works).
- Our Artistic Director was invited by London Arts and Health to be on the advisory panel of the London Mayor's Creative Health Conference at Battersea Arts Centre in November 2023.
- We were a contributor to the 'Always the Audience, Never the Star' report from CRIptic Arts on disabled representation in the arts.
- Regular attendance and active involvement in peer networks including What Next?, the Artist Led Network, Arts Work Alliance and Touring & Producing Companies Network.
- Two Trainees with Magic Me attended a skills share at Hoxton Hall Sensory Cafes in February 2024.

In 2023 – 24, we engaged 32 creative freelancers. Of those who responded to our annual survey:

- 72% are female or non-binary
- 55% are LGBTQ+
- 38% are from global majority populations
- 32% are neurodivergent
- 23% disabled or live with a long-term health condition

On the Beach recruitment for our Spring 2024 tour led to paid opportunities for four new creative freelancers, two of whom are from global majority and all of whom were female or non-binary. Two students from Goldsmiths University underwent placements with us; both were female, one is from the global majority, and one is disabled.

We offered ongoing artistic support throughout the year for Associate Artists David Munns and Lisa Muten.

SPARE TYRE THEATRE COMPANY LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Financial review

Income increased this year at £293,593 (2023 - £270,563), and expenditure also increased at £296,361 (2023 - £282,825). This is due to increased activity, in particular our production, On the Beach.

We end the year with a small deficit of £2,768, a smaller deficit than the previous year (2023 - £12,262) and in line with expectations, as we continue to spend down our designated funds.

Income from grants and donations was higher than the previous year at £57,000 (2023 - £44,750), mainly due to a number of grants from the Morris Beneficent Trust towards our production On the Beach. Income from other trading activities decreased to £53,789 (2023 - £72,085) as staff capacity was focused on delivery of On the Beach.

Reserves (Total Funds) consist of free reserves, restricted and designated funds. Reserves have decreased slightly, standing at £144,455 at the year-end (2023 - £147,223). The financial position at year-end revealed by the Balance Sheet shows net current assets or working capital of £144,455 (2023 - £147,223). The net book value of tangible fixed assets held, all of which are used directly for charitable purposes, amounted to £1,272 (2023 - £2).

Going concern

The trustees confirm that in their opinion it is appropriate to prepare these accounts on a going concern basis. The trustees also confirm that in their opinion the charity will be able to continue to operate for at least 12 months from the date of this report.

Reserves policy

The Trustees have had regard to the liquidity requirements of operating the company and have established a reserves policy (see below).

The Trustees have established the level of reserves (that is those funds that are freely available) to maintain adequate working capital. Reserves are needed to bridge the funding gaps between spending on projects and receiving resources, or to mitigate against unexpected and temporary drops in income. The trustees have examined the charity's requirement for reserves in light of the main risks to the organisation. It is the aim of the Trustees to build the level of reserves so that they equate to a minimum of three months of running costs. In addition, the Trustees may identify Designated Funds to assist long-term planning for the company.

At the year end, financial statements showed reserves of £144,455 (2023 - £147,223) of which £15,000 are restricted and £1,272 in tangible fixed assets. In addition, the Trustees have set aside designated funds totaling £44,000 (2023 - £54,000). This is an Artistic Purposes fund, for specific projects or to support forthcoming projects.

The unrestricted funds not designated or invested in tangible fixed assets is £84,183 (2023 - £85,749). This level of reserves provides Spare Tyre with just over 3 month's running costs, in line with our policy.

Funders

In 23/24, Spare Tyre is grateful to receive funding from the following supporters and co-producers:

- Arts Council England (National Portfolio Organisation)
- Arts Council England (National Lottery Project Grant)
- MA Jones (Eastwind Fund)
- The Morris Beneficent Fund
- Big Give Arts for Impact Fund

Risk Management

The management team undertakes a robust process of business risk assessment at regular intervals and reports any identified risks to the board of trustees at trustee meetings. The board monitors, reviews and manages these risks as appropriate.

SPARE TYRE THEATRE COMPANY LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Plans for future periods

After completing our Spring tour of *On the Beach* at the end of May 2024, we plan to focus the rest of 2024-2025 on a period of reflection, partnership building and new work and project development, with the aim of building into longer and more in-depth projects in 2025-2026 and further into 2026-2027, which will include celebrations for Spare Tyre's 50th anniversary.

New Work Development

This year will see us conclude our tour of *On the Beach*, which ends at the end of May 2024.

In the year ahead we will continue to develop Associate Artist Lisa Muten, supporting her to write an Arts Council England National Lottery Project Grant application towards further development of her show *What Will Happen To the Cat?* This research & development week is scheduled to take place in Autumn 2024/Spring 2025.

Based on true events, this poignant, funny and sometimes shocking show is intended to engage families with an experience of dementia and to raise awareness and campaign against elder abuse.

Following the success of *On the Beach* we will be developing a new touring piece co-created with and for people living with dementia and their carers. We have already secured some funding for this research and development to take place over a week in Spring 2025. We are currently in talks with Stephen Joseph Theatre in Scarborough to offer in kind support.

Kinder Producing Model

Following the conclusion of our tour of *On the Beach*, we will enter a period of feedback, evaluation and reflection on the Kinder Producing practices implemented during the tour. We will examine the challenges and successes of this method and ways we can further develop and improve upon this model.

By the end of the year, our aim is to formalize our practices in a written document that we will share widely among the wider sector, calling for positive change in the way that all arts companies create and tour work.

Participatory Projects

We will continue to engage participant groups in creative sensory workshops and activities under the umbrella project 'It All Makes Sensory', with BPCA Newham, Redbridge Carers Support Service, Stanley Arts, and Hoxton Hall.

Other ongoing projects include:

- Chronically Creative out of Covid Café: The continuation and creative development of our online creative wellbeing sessions for people with Long Covid or other long term health conditions
- Tyre Pressure: Sustained support and mentoring of two disabled artists towards development of their creative practice

SPARE TYRE THEATRE COMPANY LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Safeguarding

Spare Tyre embraces embedding safeguarding through all our practices.

The existing safeguarding policy and code of conduct were updated in 20/21 by our Designated Safeguarding Lead, Rebecca Manson Jones and in 2022/23 with Safeguarding Lead trustee, Katie Welford. They are reviewed annually. All Trustees take online Safeguarding training, and all freelancers are inducted in Safeguarding and our code of conduct.

Our Safeguarding policy interacts with our GDPR, Dignity At Work and Social Media policies in particular.

Fair pay

Spare Tyre remained a London Living Wage employer. In 21-22, we became an ITC/ Equity Ethical Manager and now pay the roles covered by this agreement the suggested rates of ITC/ Equity minimum +15%.

Climate Emergency

Spare Tyre works with Julie's Bicycle to monitor its carbon footprint, including touring and use of materials. We committed to the stipulations of the Green Book with our own digest made available to all designers and creative leads, and a commitment to working within it included in all contracts. We have a "check before you buy" policy to ensure duplicate materials are not ordered. The company is a signatory to the Culture Declares movement to declare the climate and ecological emergency.

Structure, governance and management

Spare Tyre Theatre Company Ltd is a company limited by guarantee governed by its Memorandum and Articles of Association dated 3 March 1977. There are currently 6 members of the company each of whom agree to contribute £1 in the event of the company winding up.

The Company's name was changed by Special Resolution on 31 March 1979. The Memorandum and Articles of Association were amended by Special Resolution on 28 July 2009.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Alexandra Jones*

Sarah Dean

Chirag Patel

Hope Ward-Brown*

Katharine Welford*

*Denotes co-Chair on rotating basis.

No directors received any emoluments for so acting during the year.

Team Members

Rebecca Manson Jones - Artistic Director/ CEO

Amanda Castro - Executive Producer, appointed September 2023

Rose Chorlton - General Manager, returned from maternity leave September 2023

Adam Line – General Manager (part-time) until August 2023 (maternity cover)

Keith Jeffrey - Interim Executive Director (freelance, part time) until May 2023

Rachel Harris - Interim Executive Producer (freelance, part time) until August 2023

Claude Graham - Freelance Producer (part time) until December 2023

Janine Rennie – Freelance Bookkeeper August 2023 – March 2024

SPARE TYRE THEATRE COMPANY LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Recruitment and appointment of trustees

The membership of the Board is regularly reviewed to ensure that members reflect the skills and expertise deemed necessary, as well as the communities and interests of the groups with which the company works. Recruitment is through open call-outs and through encouraging ex-participants and related individuals to become involved.

Organisational Management

The trustees are responsible for overall governance of the Company. Artistic policy, day-to-day operational matters, and implementation of policies are delegated to the Artistic Director (CEO) and Executive Producer.

The trustees meet on a quarterly basis to discuss and ratify strategy. The trustees receive and review reports from staff including management accounts, policy papers and new opportunities.

The trustees may form subcommittees or working groups as and when necessary to undertake specific duties delegated by the Board such as personnel or finance.

Business Planning & Financial Management

Spare Tyre operates on a three-year planning model. A review of key staff and trustee roles and responsibilities is undertaken annually to ensure a dynamic framework for the future delivery of projects. The Company is a National Portfolio Organisation (NPO) of Arts Council England, and raises additional funding from trusts and foundations, individual and corporate donors, and community fundraising activities. It earns modest income by charging for some workshops and training and selling tickets for performances.

The trustees' report was approved by the Board of Trustees.

.....
Dawn Davis
Chair

Date:

SPARE TYRE THEATRE COMPANY LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2024

Company Law which is also applicable to charitable companies in England and Wales requires the directors, who are also trustees of the company, to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the results of the company for that year.

In preparing those financial statements, the directors/trustees are required to:

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

The directors/trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with company law, as the company's directors we certify that:

- so far as we are aware there is no relevant audit information of which the company's examiner is unaware;
- we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the company's examiners are aware of that information.

SPARE TYRE THEATRE COMPANY LIMITED

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF SPARE TYRE THEATRE COMPANY LIMITED

I report to the trustees on my examination of the financial statements of Spare Tyre Theatre Company Limited (the charity) for the year ended 31 March 2024.

Responsibilities and basis of report

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

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

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must 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 Fellow Member of the Association of Charity Independent Examiners, which is one of the listed bodies.

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

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

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

Tom Wilcox
Counterculture Partnership LLP
Unit 115 Ducie House
Ducie Street
Manchester
M1 2JW

Dated:

SPARE TYRE THEATRE COMPANY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

Current financial year		Unrestricted funds general 2024 £	Unrestricted funds Designated 2024 £	Restricted funds 2024 £	Total 2024 £
	Notes				
Income from:					
Donations and legacies	3	155,089	-	24,466	179,555
Charitable activities	4	95,789	-	15,000	110,789
Investments	5	3,249	-	-	3,249
Total income		254,127	-	39,466	293,593
Expenditure on:					
Charitable activities	6	264,421	10,000	21,940	296,361
Total expenditure		264,421	10,000	21,940	296,361
Net income/(expenditure)		(10,294)	(10,000)	17,526	(2,768)
Transfers between funds		10,000	-	(10,000)	-
Net movement in funds	7	(294)	(10,000)	7,526	(2,768)
Reconciliation of funds:					
Fund balances at 1 April 2023		85,749	54,000	7,474	147,223
Fund balances at 31 March 2024		85,455	44,000	15,000	144,455

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

SPARE TYRE THEATRE COMPANY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

Prior financial year		Unrestricted funds general 2023 £	Unrestricted funds Designated 2023 £	Restricted funds 2023 £	Total 2023 £
	Notes				
Income from:					
Donations and legacies	3	153,728	-	-	153,728
Charitable activities	4	83,935	-	32,900	116,835
Total income		237,663	-	32,900	270,563
Expenditure on:					
Charitable activities	6	256,820	-	26,005	282,825
Total expenditure		256,820	-	26,005	282,825
Net income/(expenditure)		(19,157)	-	6,895	(12,262)
Transfers between funds		(579)	-	579	-
Net movement in funds	7	(19,736)	-	7,474	(12,262)
Reconciliation of funds:					
Fund balances at 1 April 2022		105,485	54,000	-	159,485
Fund balances at 31 March 2023		85,749	54,000	7,474	147,223

SPARE TYRE THEATRE COMPANY LIMITED

BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024		2023	
		£	£	£	£
Fixed assets					
Tangible assets	11		1,272		2
Current assets					
Debtors	12	10,898		19,221	
Cash at bank and in hand		149,115		163,943	
		160,013		183,164	
Creditors: amounts falling due within one year	13	(16,830)		(35,943)	
Net current assets			143,183		147,221
Total assets less current liabilities			144,455		147,223
Net assets excluding pension liability			144,455		147,223
The funds of the charity					
Restricted income funds	14		15,000		7,474
Unrestricted funds - general			85,455		85,749
Unrestricted funds - Designated	15		44,000		54,000
			144,455		147,223

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024.

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

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

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

The financial statements were approved by the trustees on

.....

Dawn Davis

Chair

Company registration number 1301049 (England and Wales)

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

Charity information

Spare Tyre Theatre Company Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is The Albany, Douglas Way, London, SE8 4AG.

1.1 Accounting convention

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

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

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

1.2 Going concern

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

1.3 Charitable funds

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

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

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

1.4 Income

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

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

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

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.5 Expenditure

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

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

1.6 Tangible fixed assets

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

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

Office equipment	20% on straight line basis
Computer and touring equipment	over 3 years

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

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1.9 Financial instruments

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

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

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

Basic financial liabilities

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

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

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

Derecognition of financial liabilities

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

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2 Critical accounting estimates and judgements

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

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

3 Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Donations and gifts	1,443	-	1,443	82	-	82
Arts Council England	153,646	24,466	178,112	153,646	-	153,646
	<u>155,089</u>	<u>24,466</u>	<u>179,555</u>	<u>153,728</u>	<u>-</u>	<u>153,728</u>

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

4 Income from charitable activities

	Restricted Funds 2024 £	Unrestricted Funds 2024 £	Total 2024 £	Restricted Funds 2023 £	Unrestricted Funds 2023 £	Total 2023 £
Morris Beneficent Trust	-	42,000	42,000	3,750	-	3,750
Sport London	-	-	-	6,000	-	6,000
Lee Charity of William Hatcliffe	-	-	-	-	2,500	2,500
Garfield Weston Foundation	-	-	-	-	15,000	15,000
Deferred Grants carried forward	-	-	-	(15,000)	-	(15,000)
Deferred Grants brought forward	15,000	-	15,000	30,500	2,000	32,500
	<u>15,000</u>	<u>42,000</u>	<u>57,000</u>	<u>25,250</u>	<u>19,500</u>	<u>44,750</u>
Fees, commissions, hires & misc income	-	53,789	53,789	7,650	64,435	72,085
	<u>15,000</u>	<u>95,789</u>	<u>110,789</u>	<u>32,900</u>	<u>83,935</u>	<u>116,835</u>
Deferred Grants Brought Forward						
Morris Beneficent Trust	-	-	-	15,500	-	15,500
Eastwind fund	15,000	-	15,000	15,000	-	15,000
London Borough of Lewisham	-	-	-	-	2,000	2,000
	<u>15,000</u>	<u>-</u>	<u>15,000</u>	<u>30,500</u>	<u>2,000</u>	<u>32,500</u>
Deferred Grants Carried Forward						
Eastwind fund	-	-	-	15,000	-	15,000
	<u>-</u>	<u>-</u>	<u>-</u>	<u>15,000</u>	<u>-</u>	<u>15,000</u>

5 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	3,249	-
	<u>3,249</u>	<u>-</u>

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

6 Expenditure on charitable activities

	Support costs	Charitable activity	Charitable activity	Charitable activity	Governance costs	Total	Total
	Unrestricted	Restricted	Unrestricted	Designated	Unrestricted	2024	2023
	2024	2024	2024	2024	2024	2024	2023
	£	£	£	£	£	£	£
Salaries and fees	145,374	-	-	-	-	145,374	139,027
Depreciation	638	-	-	-	-	638	1,115
Artists' and creative fees	-	14,721	47,881	10,000	-	72,602	80,028
Travel and subsistence expenses	-	-	678	-	200	878	2,399
Production costs	5,669	-	12,072	-	-	17,741	6,117
Studio and venue hire	-	-	1,535	-	-	1,535	3,337
Marketing	-	-	320	-	-	320	562
Documentation and evaluation	-	-	1,937	-	-	1,937	2,934
Access	3,538	7,143	-	-	-	10,681	4,033
Administration and other fees	114	76	-	-	-	190	6,688
Staff pension contributions	6,534	-	-	-	-	6,534	5,640
Rent and storage	18,302	-	2,405	-	-	20,707	17,144
Telephone	435	-	-	-	-	435	676
Insurance	1,596	-	-	-	-	1,596	1,492
Postage, stationery and IT costs	5,208	-	-	-	-	5,208	5,475
Subscriptions	1,667	-	-	-	-	1,667	1,259
Sundry expenses	148	-	-	-	-	148	152
Research and conferences	104	-	240	-	-	344	178
Recruitment, training and welfare	3,636	-	358	-	-	3,994	2,466
Bank charges	-	-	-	-	325	325	281
Board development, travel and meetings	-	-	-	-	-	-	309
Legal and professional	-	-	-	-	1,706	1,706	13
Independent examination	-	-	-	-	1,800	1,800	1,500
	<u>192,964</u>	<u>21,940</u>	<u>67,426</u>	<u>10,000</u>	<u>4,031</u>	<u>296,361</u>	<u>282,825</u>
Share of support and governance costs							
Support	192,964	-	-	-	-	192,964	181,403
Governance costs	-	-	-	-	4,031	4,031	3,218
	<u>192,964</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,031</u>	<u>196,995</u>	<u>184,621</u>
Analysis by fund							
Unrestricted funds	192,964	-	67,426	-	4,031	264,421	256,820

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

6 Expenditure on charitable activities (Continued)

Unrestricted funds -							
Designated	-	-	10,000	-	10,000	-	-
Restricted funds	-	21,940	-	-	-	21,940	26,005
	<u>192,964</u>	<u>21,940</u>	<u>67,426</u>	<u>10,000</u>	<u>4,031</u>	<u>296,361</u>	<u>282,825</u>

7 Net movement in funds 2024 2023

£ £

The net movement in funds is stated after charging/(crediting):

Examiner's fee	1,800	1,500
Depreciation of tangible fixed assets	638	1,115
	<u>1,800</u>	<u>1,500</u>

8 Trustees

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

9 Employees

The average monthly number of employees during the year was:

	2024	2023
	Number	Number
Management	3	4
	<u>3</u>	<u>4</u>

Employees

	2024	2023
	£	£
Wages and salaries	212,617	213,356
Social security costs	5,359	5,699
Staff pension costs	6,534	5,640
	<u>224,510</u>	<u>224,695</u>

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

10 Taxation

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

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

11 Tangible fixed assets

	Office equipment	Computer and touring equipment	Total
	£	£	£
Cost			
At 1 April 2023	2,945	25,801	28,746
Additions	-	1,908	1,908
	<u>2,945</u>	<u>27,709</u>	<u>30,654</u>
At 31 March 2024	2,945	27,709	30,654
	<u>2,945</u>	<u>26,437</u>	<u>29,382</u>
Depreciation and impairment			
At 1 April 2023	2,944	25,800	28,744
Depreciation charged in the year	1	637	638
	<u>2,945</u>	<u>26,437</u>	<u>29,382</u>
At 31 March 2024	2,945	26,437	29,382
	<u>2,945</u>	<u>26,437</u>	<u>29,382</u>
Carrying amount			
At 31 March 2024	-	1,272	1,272
	<u>-</u>	<u>1,272</u>	<u>1,272</u>
At 31 March 2023	1	1	2
	<u>1</u>	<u>1</u>	<u>2</u>

12 Debtors

	2024	2023
	£	£
Amounts falling due within one year:		
Trade debtors	4,200	455
Other debtors	2,757	2,957
Prepayments and accrued income	3,941	15,809
	<u>10,898</u>	<u>19,221</u>

13 Creditors: amounts falling due within one year

	2024	2023
	£	£
Other taxation and social security	8,695	30
Payments received on account	-	15,000
Trade creditors	2,394	15,120
Other creditors	1,861	306
Accruals and deferred income	3,880	5,487
	<u>16,830</u>	<u>35,943</u>

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

14 Restricted funds

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

	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
Morris Beneficent Trust	7,474	-	(7,474)	-	-
Eastwind Fund	-	15,000	-	-	15,000
Arts Council England: On the Beach production	-	24,466	(14,466)	(10,000)	-
	<u>7,474</u>	<u>39,466</u>	<u>(21,940)</u>	<u>(10,000)</u>	<u>15,000</u>
	<u><u>7,474</u></u>	<u><u>39,466</u></u>	<u><u>(21,940)</u></u>	<u><u>(10,000)</u></u>	<u><u>15,000</u></u>
Previous year:	At 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2023 £
Sport London	-	6,000	(6,000)	-	-
Morris Beneficent Trust	-	19,250	(11,776)	-	7,474
Fees, commissions, hires & misc income	-	7,650	(8,229)	579	-
	<u>-</u>	<u>32,900</u>	<u>(26,005)</u>	<u>579</u>	<u>7,474</u>
	<u><u>-</u></u>	<u><u>32,900</u></u>	<u><u>(26,005)</u></u>	<u><u>579</u></u>	<u><u>7,474</u></u>

Note to Restricted Funds

Eastwind Fund - this is a restricted to artistic, creative and participatory costs especially those that relate to the promotion and inclusion of women's artistic and creative participation in the work of Spare Tyre, and/or to support projects at an early stage in creative development, over a minimum of 3 years.

The Project Grant and Morris Beneficent funds were towards costs related to the production and tour of 'On the Beach'

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

15 Unrestricted funds - Designated

These are unrestricted funds which are material to the charity's activities. The Board of Trustees agreed to use £10,000 of our designated fund towards activity for the year.

	At 1 April 2023 £	Resources expended £	At 31 March 2024 £
Creative fund	44,000	-	44,000
Innovation & Futures fund	10,000	(10,000)	-
	<u>54,000</u>	<u>(10,000)</u>	<u>44,000</u>
Previous year:	At 1 April 2022 £	Resources expended £	At 31 March 2023 £
Creative fund	44,000	-	44,000
Innovation & Futures fund	10,000	-	10,000
	<u>54,000</u>	<u>-</u>	<u>54,000</u>

16 Unrestricted funds

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

	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
General funds	85,749	254,127	(264,421)	10,000	85,455
	<u>85,749</u>	<u>254,127</u>	<u>(264,421)</u>	<u>10,000</u>	<u>85,455</u>
Previous year:	At 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2023 £
General funds	105,485	237,663	(256,820)	(579)	85,749
	<u>105,485</u>	<u>237,663</u>	<u>(256,820)</u>	<u>(579)</u>	<u>85,749</u>

SPARE TYRE THEATRE COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

17 Analysis of net assets between funds

	Unrestricted funds general 2024 £	Unrestricted funds Designated 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 March 2024:				
Tangible assets	1,272	-	-	1,272
Current assets/(liabilities)	84,183	44,000	15,000	143,183
	<u>85,455</u>	<u>44,000</u>	<u>15,000</u>	<u>144,455</u>
	Unrestricted funds general 2023 £	Unrestricted funds Designated 2023 £	Restricted funds 2023 £	Total 2023 £
At 31 March 2023:				
Tangible assets	2	-	-	2
Current assets/(liabilities)	85,747	54,000	7,474	147,221
	<u>85,749</u>	<u>54,000</u>	<u>7,474</u>	<u>147,223</u>

18 Related party transactions

There were no disclosable related party transactions during the year (2023 - none).

SPARE TYRE THEATRE COMPANY LIMITED

England & Wales - Charity number 273418

Accounts

Company Number: 1301049



Spare Tyre Theatre Company Limited

Report and Financial Statements

Year Ended 31st March 2023

Charity Number: 273418

**Frank S Lachman
16b North End Road
Golders Green
London
NW11 7PH**

**Spare Tyre Theatre Company Limited
Company Limited by Guarantee
Trustees Annual Report
Year ended 31st March 2023**

The trustees, who are also directors for the purposes of the Companies Act, have pleasure in presenting their report and the financial statements of charity for the year ending 31st March 2023.

Reference and administrative details

Charity Number 273418

Company Number 1301049

Principal Office: The Albany, Douglas Way, London SE8 4AG

Bankers: Unity Trust Bank plc, 9 Brindley Place, 4 Oozells Square, Birmingham B1 2HB
Charities Aid Foundation Bank Limited, 25 Kings Mill Avenue, West Malling, Kent ME19 4JQ

Examiner Frank Lachman 16B North End Road, London, NW11 7PH

Directors and Trustees

The board of Trustees at 31st March 2023 were:

Sarah Louise Dean (adoption leave)
Alexandra Jones*
Chirag Patel
Michelle Smith - resigned
Hope Ward-Brown*
Katharine Welford* became Safeguarding lead February 2023

*Denotes co-Chair on rotating basis.

No directors received any emoluments for so acting during the year.

Directors who resigned during the year were:

Michelle Smith
Sebastien De Morelos (safeguarding leave)

Staff

Rebecca Manson Jones - Artistic Director (Joint CEO – became CEO end September 2022)
John Holmes - Executive Director (Joint CEO) – resigned end September 2022
Rose Chorton - General Manager – on maternity leave from end July 2022
Adam Line – General Manager 4 days a week from end July 2022 (maternity cover)
Claude Graham – General Manager 1 day a week from end July 2022

Retained Freelances

Rachel Harris – Interim Executive Producer from March 2023 p/t
Keith Geoffrey - Interim Executive Director p/t from November 2022
Claude Graham – Freelance Producer p/t

1 Structure, Governance and Management

1.1 Governing document

Spare Tyre Theatre Company Ltd is a company limited by guarantee governed by its Memorandum and Articles of Association dated 3 March 1977. There are currently 6 members of the company each of whom agree to contribute £1 in the event of the company winding up.

The Company's name was changed by Special Resolution on 31 March 1979. The Memorandum and Articles of Association were amended by Special Resolution on 28 July 2009.

1.2 Recruitment and Appointment of new Trustees

The membership of the Board is regularly reviewed to ensure that members reflect the skills and expertise deemed necessary, as well as the communities and interests of the groups with which the company works. Recruitment is through open call-outs and through encouraging ex-participants and related individuals to become involved.

1.3 Organisational Management

The trustees are responsible for overall governance of the Company. Artistic policy, day-to-day operational matters, and implementation of policies are delegated to the Artistic Director (Joint CEO) and Executive Director (Joint CEO).

The trustees meet on a quarterly basis to discuss and ratify strategy. The trustees receive and review reports from staff including management accounts, policy papers and new opportunities.

The trustees may form subcommittees as and when necessary to undertake specific duties delegated by the Board such as personnel or finance.

1.4 Business Planning & Financial Management

Spare Tyre operates on a three-year planning model. A review of key staff and trustee roles and responsibilities is undertaken annually to ensure a dynamic framework for the future delivery of projects. The Company is a National Portfolio Organisation (NPO) of Arts Council England, and raises additional funding from trusts and foundations, individual and corporate donors, and community fundraising activities. It earns income by charging for delivery of workshops and training, selling tickets for performances, and providing commissioned services. No professional fundraising services were employed within the year.

1.5 Related Parties

There are no related parties

1.6 Risk Management

The management team undertakes a robust process of business risk assessment at regular intervals and reports any identified risks to the board of trustees at trustee meetings. The board monitors, reviews and manages these risks as appropriate.

2 Objectives and activities

The trustees confirm that they have complied with their duty to have due regard to the guidance, as laid out by the Charity Commission, on public benefit when reviewing the charity's aims and objectives, planning future activities and in the exercising of powers.

2.1 The objects of the company are:

Spare Tyre is a leading UK participatory arts company. Spare Tyre's work exists to engage those least engaged in arts and cultural activity. We produce multisensory, accessible and inclusive touring theatre and outreach arts activities locally, nationally and internationally.

2.2 Our Mission

Spare Tyre is a participatory theatre company that seeks to reflect society, challenge its prejudices and make life equal.

We create theatre with people that are under-represented in arts and culture and society's decision making at large. Built on more than 40 years' experience, our work is participatory, collaborative, immersive, taboo-busting and above all responsive to the passions and talents of the people who make it.

Our projects visit traditional arts venues, community centres, care settings and online spaces. Meanwhile, we run and amplify creative campaigns that reflect the values and passions of our artists and participants

In the 2020s, we will work with more people to create theatre exploring the pressing issues of our time, such as the climate crisis, disability rights and social justice.

We are interested in working with, supporting, and training people who want to change the world with us.

Our current creative partnerships are with groups supporting:

- women who have experience of violence and abuse
- learning disabled and neurodivergent people
- people living with dementias and their carers
- people living with long term health conditions including Long Covid.

3 2022-2023 Overview and Highlights

During 2022-23 Spare Tyre recreated the installation of We Will Be Happy Here as one of the key commissions in the London Mayor's Borough of Culture year 2022, at the Albany in Lewisham, working with Lewisham Mencap and Lewisham Speaking Up.

New ways of working included Tyre Pressure part of the Liberty Festival funded by the London Mayor, Covid Café as part of the Health Tree Consortium with St Margaret's House funded by ACE Thriving Communities, and our "kinder" producing model, designed to offer a more inclusive rehearsal process for our growing number of disabled and neurodivergent practitioners and artists.

New work included a full research and development process for On The Beach our next sensory immersive touring work co-created with people living with dementias and their carers. What Will Happen to the Cat, a collaboration with Lisa Muten, received its first dramaturgical input including a 3-day R&D with freelance artists.

We continued our successful long running participatory projects with Haynes Dementia Centre, Together, and Ghyama! With the Bangladeshi Parents and Carers Association.

We added new strategic partnerships with Mast Studios Southampton, becoming an Associate Company 2023-26, Queen's Theatre Hornchurch and Havering Changing (Creative People and Places)

We were delighted and proud to be selected as one of the National Portfolio Organisations for Arts Council England 2023-26, pleased to see that our values, ethos and quality are recognised in the new era of Let's Create.

The Spare Tyre board was enhanced with a further new appointment from an open call. We progressed our transition to more inclusive governance with a rotating chair arrangement and a new format for meetings following a Theory of Change consultation which also involved the launch of the Artists Advisory Group.

3.1 Covid-19 Legacy and the Cost-of-Living Crisis

2022-23 saw Spare Tyre recognizing the ongoing challenges presented by Covid 19 and the Cost-of-Living crisis:

Resistance by some partners to continuation of online activity. Spare Tyre persisted in this offer especially for Covid Café where facilitators and participants still need to meet remotely

Team members being required to self-isolate, either because of positive Covid tests and/or our concern to keep our participants safe. Spare Tyre continued to offer free tests for freelancers and offered a compensation scheme for freelancers falling sick due to Covid during a long-running project. Spare Tyre Implemented a Covid health and safety policy with more cautious self-isolation requirements than Government policy, and a strong recommendation to staff and freelancers to have the Covid vaccine.

Cost of Living increases impacting our rates of pay and putting some strain on our budgets. Spare Tyre reviewed rates ongoing and improved within the year where possible.

The Trustees also note that the Artistic Director continued to adapt her way of working in response to being one of the many thousands of people still experiencing the long-term symptoms commonly known as 'Long Covid'.

The Artistic Director's lived experience continued to inform the discussions and actions within the company regarding factoring dynamic disability into company processes.

The "ground-up" inclusive approach has become known as our 'Tyre Pressure' Practice whereby we maintain gentle pressure on ourselves to ensure we are embedding inclusive practice and exert pressure outwards to advocate for inclusivity with our partners, peer organisations and the public. The Trustees welcome these discussions and the greater focus on and awareness of inclusion of all kinds that has resulted.

3.2 Team Changes

As reflected across the arts sector 2022-23 was a time of change and growth in the team.

3.2.1 Leadership

John Holmes, Executive Director (Joint CEO) stood down at the end of September to take up a freelance consultancy role. We thank John for his work helping to steer the organisation through the height of the pandemic

Rebecca Manson Jones, Artistic Director, was appointed CEO.

Interim executive leadership was provided by Keith Jeffrey on a freelance basis November – May, with Rachel Harris (previously senior producer at London Borough of Culture) joining as Interim Executive Producer in March 2023. During this period recruitment was underway for a permanent Executive Producer to start in Autumn 2023.

3.2.2 General Manager

Rose Chorton took maternity leave from end of July 2022 expected to return in the financial year of 2023. Adam Line was appointed her maternity cover for four days per week with Claude Graham providing one day of administration support.

3.2.3 Part-time and Freelance staff

Neelam Chhara continued to work with us until May 2022 as Production Assistant and at the end of the contract took up a role as Producer with Fun Palaces also based at the Albany and a p/t maternity cover with the Ghyama! Project.

Claude Graham completed her freelance Producer role for We Will Be Happy Here in May 2022 and stayed on to Produce Tyre Pressure and the research and development periods of On the Beach and What Will Happen to the Cat?

We worked with 43 freelancers this year, an increase from the previous year (33).

3.2.4 The Board of Trustees

Sarah Dean the Chair took a period of adoption leave and remained in contact with the Board whilst Alexandra Jones, Hope Ward-Brown and new trustee Katharine Welford rotated the responsibilities of Chair.

At the AGM in December 2022, Michelle Smith resigned from the Board after a considerable deep involvement with the company and Sebastien de Morelos also stood down after providing substantial support as Safeguarding link and Vice Chair.

The Trustees record a vote of thanks to Michelle and Sebastien for providing the continuity between the previous leadership and helping the current leadership get established.

Alternative Board papers are now routinely created in EasyRead formats including finance papers and the format for meetings is becoming more inclusive.

A further open call for Trustees will be conducted in 2023/24.

3.3 Programme

Spare Tyre's programme includes:

- Participatory co-created performances
- Long-running participatory projects
- Training, Supporting Artists, Sector Development
- Citizen Advocacy

The work we do is focused on up-close (or online) work for small groups of people working in-depth over time. Participants are usually involved in a series of workshops often extending over years.

4 In detail – artistic performances and projects

4.1 We Will Be Happy Here – commissioned as part of the London Mayor's London Borough of Culture, Lewisham 2022.

"I've known P for 10 years and I've never seen him do anything like that" - supporter from Lewisham Speaking Up.

In April 2022, following a series of workshops starting the previous financial year, Rebecca Manson Jones directed a newly co-created version of *We Will Be Happy Here* originally created in 2021. This time our collaborators were members of Lewisham Mencap, attendees of sessions at Adult Learning Lewisham and peer-advocates of Lewisham Speaking Up.

The multi-sensory installation became a performative space with more narrative-led interactions and a live audience invited by each of the guest artists for each unique performance at the Albany from 9 – 15 May 2022.

The second iteration was enhanced by the addition of bespoke costumes made by each of the participants, the addition of a full lighting design by Guy Hoare, a revised soundscape by Alice Theobald. Jennifer Lunn co-led the participatory programme and supported the Artistic Director in rehearsals, extending our capacity. The appointment of Claude Graham as producer made it possible for us to work with twice the number of participants than planned. Neelam Chhara created a sensory exhibition of the process which was experienced in The Albany foyer. Volunteers from the London Borough of Culture supported the exhibition and were given tours of the installation.

The week of performances culminated in a public meeting style event with the *We Will be Happy Here* manifesto spanning the entire space and informing a live discussion about what is needed for an equitable and inclusive society.

As legacy we were able to raise funds to continue working with Lewisham Mencap returning the following spring.

Spare Tyre Theatre Company Limited
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Year ended 31st March 2023

In October 2022, Spare Tyre took a version of We Will Be Happy Here to The Golden Key - a one-day festival in the City of London that aimed to open up spaces in the City that aren't always accessible to the public. We created an interactive installation that was a gentle, inclusive space for participants to explore and interact with.

Creative & Production Team:

Director/ concept	Rebecca Manson Jones
Designer	Jo Paul
Lighting Designer	Guy Hoare
Sound Designer	Alice Theobald
Technical Stage Manager	Grace Hans
Performers - Facilitators	Jasmine Shigemura Lee, Sophie Holland, Jazmin Qunta
Producer	Claude Graham
Associate Artist	Jennifer Lunn
Tyre Change Trainee	Hannah Balogun
Production Assistant/Exhibition	Neelam Chhara
Production Management Consultant	Helen Mugridge
Production Support	Nick Gilbert
Co-producer	Just Jones &
Filmmaker	Paul Williams

Golden Key Team: Jennifer Lunn, Jens Demant Cole, Jazmin Qunta, Sophie Holland, Chirag Patel, Helen Mugridge, Huw Smallwood, Robyn Sorley.

Partnerships:

Adut Learning Lewisham & Lewisham Speaking Up, The Albany, Lewisham Mencap

In numbers:

- 20 learning disabled participants took part in 7 invite-only performances, along with 28 invited guests
- 42 participants took part in 4 workshops (April - May) ahead of the London Borough of Culture performances in May 2022.
- 4 workshops, 7 invite-only performances and 1 public sharing
- 2000 watched the performance at the Golden Key, with a further 238 people watching online

4.2 Developing New Work & New Ways of Working

4.2.1 Tyre Pressure

"This project has made me realise that revolutionary spaces must be created where physical presence is not vital, and where virtual presence gives just as full of an experience" - Tyre Pressure artist

In July 2022, four interdisciplinary disabled and non-disabled artists were commissioned by Spare Tyre to undertake the Freedom of Movement Lab over 4 days at the Deptford Lounge, as part of the London Mayor's prestigious annual Liberty Festival promoting disability arts and equity in London. With producer Claude Graham co-ordinating and Aoife Barron Flynn as support worker, Aisling Gallagher acted as lead artist with Laura Rees, Jeevan Ravindran; and Amy Rushent. Their intersectional approach to the theme and challenge which included inviting them to find out how to work together making space for their differing capacities and access requirements in a creative as well as human equity resulted in a fascinating mix of installation work, meditation, visual art made remotely from one artist's bedroom space and poetry. The work was made and shared in person and online through Instagram. It was documented as a Zine which was made available digitally and as an audio-description project by Lara Marshall.

Supported by the Spare Tyre designated fund and Liberty Festival

4.2.2 On The Beach – Research and Development

"I'm hearing about this for the first time" Daughter of participant upon hearing her parent's recollections

Between late August and early December 2022, the Artistic Director worked with Designer and Artist Jens Cole and Lisa Muten on the early plans for our new sensory immersive show and workshops for people living with dementia and their carers. Inspired by the beach launched fishing fleets and the working beaches that support them, we worked with materials found on the beaches, stories from the artists' lived experience of maritime communities and recollections and sensory responses from people living with dementias and their carers.

The emerging piece fuses sound and movement inspired by Indian Classical dance with net-mending movements that are familiar the world over, legends of sea creatures, blending in themes of adventure, love, loss and reunion that transcend location and time.

A production period and initial hyperlocal tour is planned for summer 2023 with a follow up tour in 2024 to include hubs in Southampton/IOW/Dorset, Norfolk/Suffolk, E/N Yorks and E London boroughs of Hackney and Newham.

The Morris Beneficent Foundation supported the development work and even increased their original donation in recognition of the cost of living crisis.

Creative Team

Rebecca Manson Jones	Director/Concept
Jens Demant Cole	Design and Boatswain
Lisa Muten	Design and Dementia Lead
Kali Chandrasegaram	Movement Lead and Sea Monster
Charmaine Wombwell	Deviser and Yarn Guru
Sophie Holland	Facilitator
Jazmin Qunta	Facilitator
Jake Morry	Stage Manager
Lara Marshall	Access Support Worker

4.2.3 What Will Happen to the Cat?

Rebecca Manson Jones worked with Lisa Muten on a three-day Research & Development process (R&D) based on lived experience of elder abuse at the Albany with Griff Fender, Fiona Whitelaw and Noemi Gunea.

Based on true events, this poignant, funny and sometimes shocking show is intended to engage families with an experience of dementia and to raise awareness and campaign against elder abuse. It will bear the Spare Tyre hallmark of bespoke participatory elements inviting contributions from audiences through workshops in each location where we tour.

The R&D work was supported from the Spare Tyre designated fund

What Will Happen to the Cat?

• Rebecca Manson Jones	Director/Co-writer
• Lisa Muten	Originator Co-writer
• Griff Fender	Performer
• Fiona Whitelaw	Performer
• Noemi Gunea	Performer
• Lisa Marshall	Access Support Worker

4.3 Long Running Participatory Projects

4.3.1 Covid Café (April 2022, Jan – March 2023)

- Drop-Ins series 2
- Connected Conversations series 1

Covid Cafés was developed as a concept by Spare Tyre Artistic Director Rebecca Manson Jones, influenced by her lived experience of long Covid.

A small grant allowed us to offer a second series of Covid Café Drop-ins. Hosted by artists with lived experience of Long Covid and/or another long-term condition, the Covid Café is a place for conversation, creativity – a place to breathe—and try out making changes one step at a time. Covid Café also offers a way for practitioners living with long term health issues to continue to make a living.

With the original team of Monique Jackson, Sally Ramsden, Omikemi and Laura Snger with Sophie Holland deepening their process and contact with new participants.

Working with allies London Arts and Health Forum, Rebecca, Sophie and Monique gave an online version of the Covid Café to arts, wellbeing and health practitioners in December 2022 at the Southbank Centre prompting an invitation to apply for Thrive London funding through NHS commissioning.

As a result, we were able to pilot the Covid Café Connected Series hosted by Rebecca, Laura Rees and Lara Marshall.

The impact of and need for Covid Cafés is becoming more apparent with time. Covid Café offers a safe, non-judgemental, fully accessible and supportive creative space for people living with Long Covid and long term health conditions to meet, create, share or just be. Trademark Spare Tyre, it is small numbers, high support and carefully crafted.

"I don't know what you're doing to make this space, but it is very special, please keep doing it." – participant.

In numbers:

- 45 participants in Covid Café drop-in sessions and workshops
- 20 online sessions delivered for people with Long Covid or another long-term health condition
- 1 in-person public sharing session attended by 40 people

The Covid Cafés project continues into 2024-25

4.3.2 Ghyama Arts! (September – December 2022)

"The users love this project. They are always asking when the next session is.... It's great for them" - BPCA key worker

Ghyama Arts! (meaning 'awesome arts' in Bengali) is a collaboration with **St Margaret's House** and the **Bangladeshi Parents and Carers Association (BPCA)** in Tower Hamlets, a family led charity supporting adults with multiple and complex disabilities and learning difficulties. This was the third year of operation funded by the City Bridge Trust and saw a development in the creation of a participant steering group co-facilitated by lead artist Yolande Bramble-Carter and lived experience artist Sabir who also is a Bengali-speaker. Jazmin Qunta joined them for the workshop team in weekly sessions.

The season of 12 workshops culminated in a celebratory sharing which was attended by families, partners in person and professional peers and local councillors online, offering an opportunity for self-advocacy by the group.

In numbers:

- 11 workshops took place with a total attendance of 137.
- 41 people attended the end of year sharing event, both in-person and online.

4.3.3. Together – (April 22 – January 23)

Also supported through renewed funding from City Bridge Trust, our ongoing Together partnership with Jackson's Lane continued into its fifth and final year. Spare Tyre facilitators made weekly visits to Haynes Dementia Hub, a day centre for people living with dementia in the London Borough of Haringey.

Facilitators involve participants in participatory arts activities and helped embed creativity into the Centre's regular practice. Together facilitators in 2022-2023 were Sophie Holland, Harshita Patel (both Tyre Change trainees in 2021) Flavia Bertram and Daisy Barrett-Nash.

We created resources as legacy materials at the end of the project and will be undertaking an impact study in 2023/24. Haynes hosted R&D workshops for the On The Beach and will receive a performance residency day in 2024.

In numbers:

- **26 day-long sessions with a total attendance of 150 participants.**

4.3.4 Lewisham Mencap – Return (February – March 2023)

"It's nice to see you back here. I loved doing all the creative things here today. I miss Spare Tyre because we done a lot of positive things together, and I miss working with the guys when they was gone" - Lewisham Mencap participant

Building on the legacy of the London Borough of Culture, We Will Be Happy Here commission, we returned to run a short (6 weeks) weekly residency with Lewisham Mencap at the Leamore Centre in Lewisham. The project was supported by The Lee Charity of William Hatcliffe. Artists: Sophie Holland, Abdul Sabir, Elly Rutherford, Flavia Bertram.

In numbers:

- **6 creative arts-based workshops with 26 learning disabled adults between February and April 2023**

5 Training, Supporting Artists and Sector Development

Spare Tyre supports the professional and personal development of participatory artists, whatever their backgrounds, ages or abilities. We also advocate for the power and importance of participatory arts in the wider cultural sector.

Over the year we worked with

5.1 Tyre Change 2022– open call – February

We undertook the second annual training and development of practitioners, found through an Open Call and paid to attend workshops before an invitation to join our pool of freelance artists.

Jasmine Lee and Sophie Holland (from Tyre Change 2021) assisted Rebecca in the open call for practitioners. 14 practitioners were paid to attend workshops and share practice from which Jazmin Qunta, Flavia Bertram and Daisy Barret Nash were invited to join our cohort of freelance practitioners.

Hannah Balogun was additionally invited to shadow our sensory practice and rehearsals of WWBHH to build her skills as a performer and facilitator. Sabir, a lived experience facilitator, was recruited to work with our lead facilitators on Ghyama! and then Lewisham Mencap.

Lisa Muten and Yolande Bramble-Carter held a training session for the new community of practice for Together and Rebecca trained Laura Rees in Action Learning techniques for the Covid Café Connected Conversations series.

To recruit artists for the Tyre Pressure programme, Rebecca and Claude held two paid workshops for artists to explore the values and possibilities of the Tyre Pressure ethos with 10 neurodivergent and disabled artists.

4 of these artists - Laura Rees, Jeevan Ravindran, Amy Rushent and Aisling Gallagher - were then paid to take part in a three day artistic lab to explore the theme of 'Freedom of Movement', as part of Liberty Festival 2022.

Additionally, we first met artist Noemi Gunea through this process, who we later contracted to undertake the What Will Happen to the Cat R&D in 2023.

5.2 Artist and practitioner development and journeys into careers

We are delighted to note career development both within and beyond Spare Tyre as a result of interactions with us:

Lisa Muten (Associate Artist since 2019) mentored to co-create her first full length show, also training other Spare Tyre artists in dementia arts practice

Yolande Bramble-Carter (Associate Artist since 2018) support practice adaptations for Yolande to continue her practice with us as she adjusts to new circumstances occasioned by Long Covid.

Sophie Holland (TC21) – lead artist Lewisham Mencap, Together and contributor to On The Beach and lived experience practice in Covid Café

Harshita Patel (TC21) from her first job in the arts with Spare Tyre, Harshita joined the Together community of practice and has set up her own lived-experience SEND consultancy working with the Barbican.

Elly Rutherford (TC21) – returned for Lewisham Mencap 23

Jazmin Qunta (TC22 – open call) – from WWBHH now a regular facilitator for Ghyama! And support worker - currently studying Drama Therapy MA.

Laura Rees (TP open call 22) - following Tyre Pressure invited to co-lead as lived experience facilitator on Covid Café connected conversations

Lara Marshall – initially recruited as an access support worker became project co-ordinator and audience development lead for Covid Café connected conversations. She created the audio description for the Tyre Pressure Zine.

Sabir (TC22)– joined as lived experience facilitator for Ghyama! and was recruited by St Margaret's House to work with them on other seasons of work.

Neelam Chhara – left Spare Tyre after over a year (her first contract was for 3 months) in her first role in the arts to join Fun Palaces as a producer and also as project co-ordinator for Ghyama!

5.3 What Next? Lewisham – (Feb 22 – March 2023)

Spare Tyre continued to hold the space for What Next Lewisham meetings and attend national chapter Chair meetings. The group of Lewisham independent artists and small organisations created our own submission to DCMS in anticipation of the Comprehensive Spending Review with an emphasis on inclusion and independent voices amongst other work.

In numbers:

- Spare Tyre hosted 3 What Next? Lewisham meetings with **22 attendees**.

5.4 Knowledge and skill sharing

Rebecca Manson Jones offered:

- **Safeguarding training** for theatre company for ITC with two participants
- **Covid Café Demonstration** – online at the Southbank Centre with 24 participants using the method as a stepping stone for an arts and health strategy for London.

6 Campaigning and Advocacy

Spare Tyre contributes to and supports several campaigns for equality and inclusion in the arts.

These include:

- Signatories and financial support to **Anti-Racism Touring Rider**.
- Declarers of a climate and ecological emergency via **Culture Declares**.
- Signatories of the **#EndAbleism** pledge.
- Members of the company and freelance teams continued to document the experience of working with Spare Tyre, presenting perspectives that the work provokes.
- Rebecca contributed to research into dementia arts at University of Bournemouth and Dr Jessi Parrot's research into inclusive arts production supporting disabled creatives for CRIPtic Arts.

Spare Tyre is continually involved in 'behind closed doors' or 'critical friend' advocacy, particularly focusing on inclusion and disability.

7 Company development

7.1 Theory of Change January – March 2023

As part of the process to recruit a new executive lead for Spare Tyre and to explore how to make our governance processes more actively in sync with our inclusive creative practice, Keith Jeffrey began a Theory of Change process drawing on the individual and collective experience of long-standing and new freelances, participant group representatives, sector peers, permanent staff and our Trustees.

All of the freelances who were engaged by Spare Tyre within the last twelve months were invited to answer three questions about Spare Tyre's work in a questionnaire. In more depth, a smaller group reflecting the diversity of involvement and experience of the people who work with us were invited to participate through a telephone/Zoom conversation with Keith in confidence and group workshops for participants and the Board of Trustees. We also held two facilitated conversations with peers working at senior executive level.

The process led us to:

- revising the core job descriptions
- recruiting for a new Executive Producer role
- opening up the Board meeting process to make it more accessible.

The Executive Producer role will be recruited in late Spring 2023 with Rachel Harris continuing as interim until end of Summer 2023.

7.2 Safeguarding

Spare Tyre embraced embedding safeguarding through all our practices.

The existing safeguarding policy and code of conduct were updated in 20/21 by our Designated Safeguarding Lead, Rebecca Manson Jones and Safeguarding Lead trustee, Sebastien de Morelos and are reviewed annually. All Trustees take online Safeguarding training, and all freelances are inducted in Safeguarding and our code of conduct.

Our Safeguarding policy interacts with our GDPR, Dignity At Work and Social Media policies in particular.

Rebecca Manson Jones continued as the Independent Theatre Council's Safeguarding trainer for the Performing Arts.

7.3 Fair pay

Spare Tyre remained a London Living Wage employer.

In 21-22, we became an ITC/ Equity Ethical Manager and now pay the roles covered by this agreement the suggested rates of ITC/ Equity minimum +15%. An above inflationary increase was built into staff and freelancers pay in 2022/23 to support artists against the increasing cost of living and to bring us up to parity with peer organisations. Morris Beneficent fund were magnificent in being proactive and increasing their original grant for On The Beach R&D.

7.4 Climate Emergency

Spare Tyre works with Julie's Bicycle to monitor its carbon footprint, including touring and use of materials.

We committed to the stipulations of the Green Book with our own digest made available to all designers and creative leads and a commitment to working within it included in all contracts.

We have a "check before you buy" policy to ensure duplicate materials are not ordered.

The company is a signatory to the Culture Declares movement to declare the climate and ecological emergency.

7.5 Future planning

In 22-23, we continued to embed Arts Council England's Investment Principles into our strategic planning.

The Investment Principles are **Ambition & Quality, Dynamism, Environmental Responsibility and Inclusivity & Relevance**. The Board IP subcommittee focused on each of the principles by turn, noting that Spare Tyre is quite far advanced in our practice.

We completed our application to remain in the Arts Council England National Portfolio Organisation and were delighted to be awarded a stand still grant from 2023 – 2026 in November.

7.6 Funders

In 22-23, we continued to embed Arts Council England's Investment Principles into our strategic planning.

- Arts Council England (National Portfolio Organisation)
- Just Jones &
- The Lee Charity of William Hatcliffe
- The Eastwind Fund
- Garfield Weston Foundation
- Lewisham Council (London Borough of Culture)
- The Morris Beneficent Fund
- London Sport
- Thrive London

Funding Partnerships

Through partnerships, funding has been secured for Spare Tyre to undertake projects from NHS Better Care Fund and City Bridge Trust.

Directors' Responsibilities

Company Law which is also applicable to charitable companies in England and Wales requires the directors, who are also trustees of the company, to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the results of the company for that year.

Going Concern

The trustees confirm that in their opinion it is appropriate to prepare these accounts on a going concern basis. The trustees also confirm that in their opinion the charity will be able to continue to operate for at least 12 months from the date of this report.

Financial Review

Although income was down on the prior year, £270,563 (2022– £346,358), expenditure was also down at £282,825 (2022 – £318,825).

In the previous year (21/22) we gained a £27,428 surplus and it was intended that some of this surplus be put towards activity in the following years. As a result, the financial overrun for 22/23 has been negative with a net deficit of £12,262 for the year, in line with our expectations, as some of this surplus was spent.

Income from grants and donations was lower than the previous year at £44,750 (2022 - £132,068) as we were not eligible to apply for Project Grant Funding from Arts Council England, nor did we receive a grant from the Cultural Recovery Fund as it was no longer available. Income from other trading activities did increase to £72,085 (2022 -

Reserves (Total Funds) consist of free reserves, restricted and designated funds. Reserves have decreased, standing at £147,223 at the year-end (2022 - £159,485). The financial position at year-end revealed by the Balance Sheet shows net current assets or working capital of £147,223 (2022 - £159,485). The net book value of tangible fixed assets held, all of which are used directly for charitable purposes, amounted to £2 (2022 - £1,117).

Reserves

The trustees have had regard to the liquidity requirements of operating the company and have established a reserves policy (see below).

The trustees have established the level of reserves (that is those funds that are freely available) to maintain adequate working capital. Reserves are needed to bridge the funding gaps between spending on projects and receiving resources, or to mitigate against unexpected and temporary drops in income. The trustees have examined the charity's requirement for reserves in light of the main risks to the organisation. It is the aim of the trustees to build the level of reserves so that they equate to a minimum of three months of running costs. In addition, the trustees may identify Designated Funds to assist long-term planning for the company.

As at year end, financial statements showed reserves of £147,223 (2022 - £159,485), of which £7,474 are restricted. In addition, the Trustees have set aside designated funds totaling £54,000 (2022 – £54,000):

- Artistic Purposes designated fund of £44,000 – funds contributed for specific projects or to support forthcoming projects
- Innovations and Futures Fund of £10,000 - funds allocated to assist in emergencies and/or longer term infrastructure eg: website renewal or premise upgrade or cost of living crisis.

The total level of reserves not restricted or held in designated funds is £85,749 (2022 - £105,485). This level of reserves provides Spare Tyre with approximately 3.5 month's running costs, in line with our policy.

In preparing those financial statements, the directors/trustees are required to:

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

Spare Tyre Theatre Company Limited
Company Limited by Guarantee
Trustees Annual Report
Year ended 31st March 2023

The directors/trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with company law, as the company's directors we certify that:

- so far as we are aware there is no relevant audit information of which the company's examiner is unaware;
- we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the company's examiners are aware of that information.

Independent Examiner

A resolution will be proposed at the Annual General Meeting that Frank Lachman be re-appointed as Independent Examiner to the charity for the ensuing year. The financial statements comply with the 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) (effective 1 January 2019).

By order of the directors

Approved by the directors on 29/11/23, and signed on their behalf by Katie Welford



Spare Tyre Theatre Company Limited
Company Limited by Guarantee
Year ended 31st March 2023

Independent Examiner's Report on the Accounts

On accounts for the year ended 31st March 2023 set out on pages 16 to 23.

Responsibilities and basis of report

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

Having satisfied myself that the accounts 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.

Independent examiner's report

Since the company's gross income exceeded £250,000 your examiner must 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 Institute of Chartered Accountants in England & Wales, which is one of the listed bodies.

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

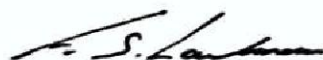
accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or

the accounts do not accord with those accounting records; or

the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or

the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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



Frank S Lachman FCA
Member Institute of Chartered Accountants in England and Wales
Chartered Accountant
Independent Examiner

16b North End Road
London NW11 7PH

Dated: 29/11/23

Spare Tyre Theatre Company Limited
Company Limited by Guarantee
Statement of Financial Activity
For the Year Ended 31st March 2023

	Note	Unrestricted Funds	Restricted Funds	Total Funds 2023	Unrestricted Funds	Restricted Funds	Total Funds 2022
Income							
Voluntary income	2	153,728	-	153,728	154,805	-	154,805
Charitable activities	3	83,935	32,900	116,835	83,628	107,925	191,553
Total Income		237,663	32,900	270,563	238,433	107,925	346,358
Expenditure							
Charitable activity costs	5	256,820	26,005	282,825	201,344	117,586	318,930
Total expenditure		256,820	26,005	282,825	201,344	117,586	318,930
Net income/expenditure		(19,157)	6,895	(12,262)	37,089	(9,661)	27,428
Reconciliation of funds							
Total funds brought forward		159,485	-	159,485	130,550	1,507	132,057
Transfers		-	579	-	(8,154)	8,154	-
Total funds carried forward	10	139,749	7,474	147,223	159,485	-	159,485

The statement of Financial Activities includes all gains and losses recognised in the year

All income and expenditure derive from continuing activities.

**Spare Tyre Theatre Company Limited
Company Limited by Guarantee
Balance Sheet
For the Year Ended 31st March 2023**

	Note	2023	2022
Fixed assets			
Tangible Assets	7	2	1,117
Current assets			
Debtors	8	19,221	16,971
Cash at bank and in hand		163,943	190,138
Total current assets		<u>183,164</u>	<u>207,109</u>
Current liabilities			
Creditors - amounts falling due within one year	9	35,943	48,741
		<u>35,943</u>	<u>48,741</u>
Net current assets		147,221	158,368
Net assets		<u>147,223</u>	<u>159,485</u>
The funds of the charity			
Funds	10	147,223	159,485
Total charity funds		<u>147,223</u>	<u>159,485</u>

For the year ended 31 March 2023 the company was entitled to exemption under section 477(2) of the Companies Act 2006.

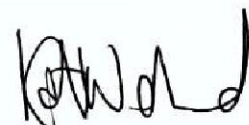
No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for:

- ensuring the company keeps accounting records which comply with section 386; and
- preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit and loss for the financial year in accordance with the section 393, and which otherwise comply with the requirements of the Companies Act relating to accounts, so far as applicable to the company.

The accounts have been prepared in accordance with the special provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime, and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

Approved by the directors on 29/11/23, and signed on their behalf by Katie Welford



1 Accounting Policies

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

Spare Tyre Theatre Company Limited 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 note(s).

(b) Tangible Fixed Assets

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

Computer and touring equipment	- over 3 years
Office equipment	- 20% on straight line basis

(c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably. Income from grants, whether capital or revenue grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants has been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

(d) Expenditure

All expenditure is accounted for on an accruals basis. Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party. It is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs are allocated to a category either because such costs are directly incurred in relation to such category, or because they are support costs in respect of which an apportionment has been made between the categories.

Support costs consist of infrastructure costs for salaries, premises, office administration. Such costs are apportioned on a reasonable and consistent basis to the various categories with a view to determining, as accurately as possible, the total resources expended for each category. The basis of apportionment used is either a function of staff time applied to a given activity, or an estimate of the proportion of costs associated with the same, or a combination of both.

Direct and Support costs are separately shown by natural classification in Note 6 to these accounts for each category of cost.

(e) Taxation

The company as a registered charity (number 1301049) is exempt from taxation on most investment income insofar as it is applied for charitable purposes. The company is also exempt from taxation on capital gains.

(f) Debtors

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

(g) 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.

2 Voluntary Income

	Unrestricted Funds	2023	Unrestricted Funds	2022
Grants for General Running Costs				
Arts Council England	153,646	153,646	153,646	153,646
Donations	82	82	1,159	1,159
	<u>153,728</u>	<u>153,728</u>	<u>154,805</u>	<u>154,805</u>

3 Income from charitable activities

	Restricted Funds	Unrestricted Funds	2023	Restricted Funds	Unrestricted Funds	2022
Grants and donations						
Arts Council England Cultural Recovery Fund	-	-	-	32,525	-	32,525
ACE National Lottery Project Grants	-	-	-	69,300	-	69,300
Eastwind Fund	-	-	-	15,000	-	15,000
Morris Beneficent Trust	3,750	-	3,750	15,500	-	15,500
Sport London	6,000	-	6,000	-	-	-
Lee Charity of William Hatcliffe	-	2,500	2,500	-	-	-
London Borough of Lewisham	-	-	-	-	11,143	11,143
Garfield Weston Foundation	-	15,000	15,000	-	15,000	15,000
Royal Victoria Hall Foundation	-	-	-	1,500	-	1,500
Deferred Grants carried forward	(15,000)	-	(15,000)	(30,500)	(2,000)	(32,500)
Deferred Grants brought forward	30,500	2,000	32,500	4,600	-	4,600
	25,250	19,500	44,750	107,925	24,143	132,068
Fees, commissions, hires & misc income	7,650	64,435	72,085	-	59,485	59,485
	32,900	83,935	116,835	107,925	83,628	191,553

Deferred Grants Brought Forward	2023			2022		
Morris Beneficent Trust	15,500	-	15,500	-	-	-
Eastwind Trust	15,000	-	15,000	-	-	-
London Borough of Lewisham	-	2,000	2,000	-	-	-
Mercer's Foundation	-	-	-	1,600	-	1,600
People's Postcode Trust	-	-	-	3,000	-	3,000
	30,500	2,000	32,500	4,600	-	4,600

Deferred Grants Carried Forward	2023			2022		
Morris Beneficent Trust	-	-	-	15,500	-	15,500
Eastwind Trust	15,000	-	15,000	15,000	-	15,000
London Borough of Lewisham	-	-	-	-	2,000	2,000
	15,000	-	15,000	30,500	2,000	32,500

4 Net incoming Resources

Net (outgoing)/incoming resources are stated after charging:	2023	2022
Depreciation of tangible assets	1,115	3,170
Examiner's fee	1,500	1,100

5 Charitable activity costs

	Support costs Unrestricted	Charitable		Governance Costs Unrestricted	Fundraising Costs	Total 2023
		Activity Costs Restricted	Charitable Activity Costs Unrestricted			
Artists' and creative fees	-	22,348	57,680	-	-	80,028
Travel and subsistence expenses	781	947	671	-	-	2,399
Production costs	-	1,141	4,976	-	-	6,117
Studio and venue hire	196	1,165	1,976	-	-	3,337
Marketing	221	43	298	-	-	562
Documentation and evaluation	-	180	2,754	-	-	2,934
Access	3,852	181	-	-	-	4,033
Salaries and fees	139,027	-	-	-	-	139,027
Administration and other fees	6,688	-	-	-	-	6,688
Staff pension contributions	5,640	-	-	-	-	5,640
Rent and storage	13,400	-	3,744	-	-	17,144
Telephone	676	-	-	-	-	676
Insurance	1,492	-	-	-	-	1,492
Postage, stationery and IT costs	5,475	-	-	-	-	5,475
Subscriptions	1,259	-	-	-	-	1,259
Sundry expenses	152	-	-	-	-	152
Research and conferences	178	-	-	-	-	178
Recruitment, training and welfare	2,366	-	100	-	-	2,466
Fundraising	-	-	-	-	-	-
Depreciation	-	-	-	1,115	-	1,115
Bank charges	-	-	-	281	-	281
Board development, travel and meetings	-	-	-	309	-	309
Legal and professional	-	-	-	13	-	13
Independent examination	-	-	-	1,500	-	1,500
	181,403	26,005	72,199	3,218	-	282,825

Comparatives 2022

						Total 2022
Artists' and creative fees	-	51,341	42,412	-	-	93,753
Travel and subsistence expenses	583	6,115	-	-	-	6,698
Production costs	-	25,376	465	-	-	25,841
Studio and venue hire	-	7,154	314	-	-	7,468
Marketing	268	1,000	-	-	-	1,268
Documentation and evaluation	-	8,126	-	-	-	8,126
Access	1,082	404	-	-	-	1,486
Salaries	114,198	11,073	-	-	-	125,271
Administration and other fees	6,000	-	-	-	-	6,000
Staff pension contributions	4,384	1,561	-	-	-	5,945
Rent and storage	14,608	-	-	-	-	14,608
Telephone	180	-	-	-	-	180
Insurance	1,492	-	-	-	-	1,492
Postage, stationery and IT costs	6,069	138	-	-	-	6,207
Subscriptions	1,374	240	-	-	-	1,614
Sundry expenses	1,197	149	-	-	-	1,346
Research and conferences	334	-	-	-	-	334
Recruitment, training and welfare	2,819	237	-	-	-	3,056
Fundraising	-	2,000	-	-	-	2,000
Depreciation	-	-	-	3,170	-	3,170
Bank charges	-	-	-	254	-	254
Board development, travel and meetings	-	1,000	-	-	-	1,000
Legal and professional	-	-	-	713	-	713
Independent examination	-	-	-	1,100	-	1,100
	154,588	115,914	43,191	5,237	-	318,930

6 Employees and Freelancers

	2023	2022		2023 No.	2022 No.
Wages, salaries and fees	213,356	211,489	Management	4	4
Social security costs	5,699	7,535	Other	43	33
Staff Pension costs	5,640	5,945			
	224,695	224,969		47	37

No employee earned more than £60,000 during the year (2022 None)

7 Tangible Fixed Assets

	Office Equipment	Computers and Touring Equipment	Total
Cost			
At 31st March 2022	2,945	25,801	28,746
Disposals	-	-	-
Additions	-	-	-
At 31st March 2023	<u>2,945</u>	<u>25,801</u>	<u>28,746</u>
Depreciation			
At 31st March 2022	2,944	24,685	27,629
Disposals	-	-	-
Charge for the year	-	1,115	1,115
At 31st March 2023	<u>2,944</u>	<u>25,800</u>	<u>28,744</u>
Net Book Values			
At 31st March 2023	<u>1</u>	<u>1</u>	<u>2</u>
At 31st March 2022	<u>1</u>	<u>1,116</u>	<u>1,117</u>

8 Debtors

	2023	2022
Trade debtors	455	7,205
Prepayments and accrued income	15,809	6,771
Other debtors	2,957	2,995
	<u>19,221</u>	<u>16,971</u>

9 Creditors - Amounts falling due within one year

	2023	2022
Trade creditors	15,426	4,185
Social Security and other Taxation	30	4,134
Deferred grants and fees	15,000	39,322
Accruals	5,487	1,100
	<u>35,943</u>	<u>48,741</u>

10 Reconciliation of Movement in Funds

		Balance at 31 March 2022	Income	Expenditure	Transfers	Balance at 31 March 2023
Restricted Funds	- Income	-	32,900	26,005	579	7,474
Unrestricted Funds	- General	105,485	237,663	256,820	-	85,749
	- Designated	54,000	-	-	-	54,000
		<u>159,485</u>	<u>270,563</u>	<u>282,825</u>	<u>-</u>	<u>147,223</u>

General Fund: are moneys which can be used by the Trustees at their discretion for any purpose and which have not been designated by them previously

11 Analysis of Net Assets between Funds

	Tangible Fixed Assets	Net Current Assets	Total 2023	Total 2022
Restricted Funds	-	7,474	7,474	-
Unrestricted Funds:				
General	2	85,747	85,749	105,485
Designated				
Creative Fund	-	44,000	44,000	44,000
Innovation and Futures Fund	-	10,000	10,000	10,000
	<u>2</u>	<u>147,221</u>	<u>147,223</u>	<u>159,485</u>

12 Trustees

During the year, none of the trustees received any remuneration from the trust and no expenses were reimbursed to any of them.

SPARE TYRE THEATRE COMPANY LIMITED

England & Wales - Charity number 273418

Accounts

Company Number: 1301049



Spare Tyre Theatre Company Limited

Report and Financial Statements

Year Ended 31st March 2022

Charity Number: 273418

**Frank S Lachman
16b North End Road
Golders Green
London
NW11 7PH**

**Spare Tyre Theatre Company Limited
Company Limited by Guarantee
Trustees Annual Report
Year ended 31st March 2022**

The trustees, who are also directors for the purposes of the Companies Act, have pleasure in presenting their report and the financial statements of charity for the year ending 31st March 2022.

Reference and administrative details

Charity Number 273418

Company Number 1301049

Principal Office: The Albany, Douglas Way, London SE8 4AG

Bankers: Unity Trust Bank plc, 9 Brindley Place, 4 Oozells Square, Birmingham B1 2HB
Charities Aid Foundation Bank Limited, 25 Kings Mill Avenue, West Malling, Kent ME19 4JQ

Examiner Frank Lachman 16B North End Road, London, NW11 7PH

Directors and Trustees

The board of Trustees at 31st March 2021 were:

Sarah Louise Dean (Chair)	Chirag Manharlal Patel	
Sebastien De Morelos (Safeguarding lead)	Hope Ward-Brown	Elected 10th August 2021
Michelle Smith	Alexandra Jones	Elected 10th August 2021

No directors received any emoluments for so acting during the year.

Directors who resigned during the year were:

David Atkinson Resigned 2nd December 2021

Michelle Smith was replaced as Chair by Sarah Dean on 2nd December 2021.

Staff

Artistic Director (Joint CEO)	Rebecca Manson Jones
Executive Director (Joint CEO)	John Holmes
General Manager	Rose Chorlton
Assistant Producer	Neelam Chhara

Structure, Governance and Management

1.1 Governing document

Spare Tyre Theatre Company Ltd is a company limited by guarantee governed by its Memorandum and Articles of Association dated 3rd March 1977. There are currently 6 members of the company each of whom agree to contribute £1 in the event of the company winding up.

The Company's name was changed by Special Resolution on 31 March 1979. The Memorandum and Articles of Association were amended by Special Resolution on 28 July 2009.

1.2 Recruitment and Appointment of new Trustees

The membership of the Board is regularly reviewed to ensure that members reflect the skills and expertise deemed necessary, as well as the communities and interests of the groups with which the company works. Recruitment is through open call-outs and through encouraging ex-participants and related individuals to become involved.

1.3 Organisational Management

The trustees are responsible for overall governance of the Company. Artistic policy, day-to-day operational matters, and implementation of policies with the trustees are delegated to the Artistic Director (Joint CEO) and Executive Director (Joint CEO)

The trustees meet on a quarterly basis to discuss and ratify strategy.

The trustees receive and review reports from staff including management accounts, policy papers and new opportunities.

The trustees may form subcommittees as and when necessary to undertake specific duties delegated by the Board such as personnel or finance.

1.4 Business Planning & Financial Management

Spare Tyre operates on a three-year planning model. A review of key staff and trustee roles and responsibilities is undertaken annually to ensure a dynamic framework for the future delivery of projects. The Company is a National Portfolio Organisation (NPO) of Arts Council England, and raises additional funding from trusts and foundations, individual and corporate donors, and community fundraising activities. It earns income charging for delivery of workshops and training, selling tickets for performances, and providing commissioned services. No professional fundraiser was engaged in the year.

1.5 Related Parties

There are no related parties

1.6 Risk Management

The management team undertakes a robust process of business risk assessment at regular intervals, and reports any identified risks to the board of trustees at trustee meetings. The board monitors, reviews and manages these risks as appropriate.

2 Objectives and activities

The trustees confirm that they have complied with their duty to have due regard to the guidance, as laid out by the Charity Commission, on public benefit when reviewing the charity's aims and objectives, planning future activities and in the exercising of powers.

2.1 The objects of the company are:

Spare Tyre is a leading UK participatory arts company. Spare Tyre's work exists to engage those least engaged in arts and cultural activity. We produce multisensory, accessible and inclusive touring theatre and outreach arts activities locally, nationally and internationally.

2.2 Our Mission

Spare Tyre is a participatory theatre company that seeks to reflect society, challenge its prejudices and make life equal.

We create theatre with people that are under-represented in arts and culture and society's decision making at large. Built on more than 40 years experience, our work is participatory, collaborative, immersive, taboo-busting and above all responsive to the passions and talents of the people who make it.

Our projects visit traditional arts venues, community centres, care homes and online spaces. Meanwhile, we run and amplify creative campaigns that reflect the values and passions of our artists and participants.

In the 2020s, we will work with more people to create theatre exploring the pressing issues of our time, such as the climate crisis, disability rights and social justice.

We're interested in working with, supporting and training people who want to change the world with us.

Our current creative partnerships are with groups supporting:

- women who have experience of violence and abuse
- learning disabled and neurodivergent people
- people living with dementias and their carers.

3. 2021-2022 Overview

During 2021-22 Spare Tyre undertook its first tour since 2019, visiting locations across Greater London and Hampshire with *We Will Be Happy Here*.

The major theme for Spare Tyre in 2021-22 was inclusion, in particular responding to the changing Covid regulations and levels of Covid risk following the vaccination programme. We acknowledged that, for a variety of reasons, many practitioners and participants remained wary of in-person activity. Therefore, 'hybrid' projects combining in-person and digital work were prioritized.

Significant additional funding was secured through the Culture Recovery Fund, Arts Council England National Lottery Project Grants and Garfield Weston Foundation.

The Spare Tyre board was enhanced with two new appointments, resulting from an open application process in the previous year.

3.1 Artistic Highlights

We Will Be Happy Here

A multisensory theatre project and installation co-created with learning disabled participants at Bangladeshi Parents & Carers Association in East London, then touring.

Tyre Change (new project)

Paid Training of 8 practitioners in inclusive, sensory practice. 5 of the trainees have continued to work with us on our participatory programmes.

Covid Café (new project)

Inclusive online workshops for people experiencing Long Covid or similar long-term health conditions, using artistic activities to help them process the life changes this has brought.

Ghyama Arts!

Participatory arts workshops for learning disabled participants from the Bangladeshi Parents and Carers Association, based in Tower Hamlets and Newham.

Together

Weekly dementia arts programme for participants at Haynes Dementia Hub.

Solace Women's Aid project

Online creative workshops to support the recovery of women who have experienced abuse or violence.

Spare Tyre Through Your Letterbox

Completion of social prescribing project for adults with dementia and their carers.

Pods of Solace

Participatory installation created for the Festival of Radical Care at The Albany.

3.2 Covid-19 and emerging from Lockdown

2021-22 saw Spare Tyre tackle challenges related to Covid-19, including:

- Changing regulations and restrictions in the April to July period, before social distancing restrictions were completely relaxed in July.
- Varying levels of confidence in staff, freelancers, and practitioners in returning to in-person activity.
- Team members being required to self-isolate, either because of positive Covid tests or being close contacts during the 'pingdemic' in summer 2021.
- Balancing participant safety, partner requirements and individual rights to choose in determining our policy around Covid vaccination for staff and freelancers.
- The Omicron variant outbreak in November 2021, which impacted work throughout the winter.

Specific adaptations and actions in response included:

- Continuing to run online-only projects, for example the Tyre Change training programme.
- Developing hybrid projects (online and in-person), notably We Will Be Happy Here and Ghyama Arts!
- Operating a twice-weekly Covid testing regime and providing Covid tests to staff and freelancers if they were not able to obtain them freely themselves.
- Implementing a Covid health and safety policy with more cautious self-isolation requirements than Government policy, and a strong recommendation to staff and freelancers to have the Covid vaccine. It also set out certain circumstances where unvaccinated staff or freelancers may not be able to work on a project and gave provisions for financial support in cases where freelancers were required to miss work due to self-isolation.

The Trustees also note that the Artistic Director continued to adapt her way of working in response to being one of the many thousands of people experiencing the long-term symptoms commonly known as 'Long Covid'.

The Artistic Director's lived experience contributed to discussions and actions within the company regarding factoring dynamic disability into company processes.

The "ground-up" inclusive approach has become known as our 'Tyre Pressure'. Practice whereby we maintain gentle pressure on ourselves to ensure we are embedding inclusive practice and exert pressure outwards to advocate for inclusivity with our partners, peer organisations and the public. The Trustees welcome these discussions and the greater focus on and awareness of inclusion of all kinds that has resulted.

3.3 Team Changes

3.3.1 Leadership

John Holmes, Executive Director (Joint CEO) took Shared Parental Leave in September and October 2021. Jennifer Lunn took on Interim Executive Director (Shared Parental Leave cover) on a part-time freelance basis and remained attached to the creative work into 2022 (WWBHH).

3.3.2 Part-time and Freelance staff

Neelam Chhara joined the team as Project Coordinator in May 2021, initially on a two-month contract to work on Tyre Change (see 5.1). Her employment was subsequently extended until May 2022 as Director's Access Assistant and Assistant Producer.

Claude Graham was appointed freelance Producer for We Will Be Happy Here in February 2022. Her work with Spare Tyre was scheduled to continue into 22-23.

Our wider team of freelances was expanded and renewed thanks to a Cultural Recovery Fund Grant during which 8 freelances received training of whom 5 subsequently continued working with the company complementing the work of our established freelance associates. The freelance pool became more intersectionally diverse and inclusive.

3.3.3 The Board of Trustees

Following an open call and recruitment process for Trustees to join the Board in 2020-21, Alexandra Jones (fundraising professional) and Hope Ward-Brown (theatre producer) joined the Board in August 2021.

Katie Welford attended a board away day and several board meetings as an observer and is scheduled to join the Board in 22-23.

At the AGM in December 2021, Sarah Dean replaced Michelle Smith as Chair. The Trustees record a vote of thanks to Michelle for her four years' service as Chair, which has involved overseeing leadership transition and the Covid-19 pandemic. Sarah was elected Chair for a one-year term with a view to exploring new governance models for the future e.g., co-chairing.

This year saw the resignation of David Atkinson after two years on the Board. The Trustees record a vote of thanks for his valuable service.

Freelance artists who work with the company were invited (and paid) to address Trustee meetings and discuss their work. For example, artist Lisa Muten discussed her work on Spare Tyre's dementia projects.

Alternative Board papers are now routinely created in EasyRead format.

Programme

Spare Tyre's programme includes:

- **Participatory co-created performances**
- **Long-running participatory projects**
- **Training, Supporting Artists, Advocacy and Sector Development**

The work we do is focused on up-close (or online) work for small groups of people working in-depth over time. Participants are usually involved in a series of workshops often extending over years.

4 In detail – artistic performances and projects

4.1 We Will Be Happy Here – July 21 to March 22

"It made me cry tears of joy. It was so beautiful... It was really nice to see all our members participating and engaging." Nicola Pearman, Activities Coordinator, Kingston Mencap

"You're letting me touch the light switches? Wow, nobody lets me do that normally!" - Guest artist, Kingston Mencap

We Will Be Happy Here is a multi-sensory project and performance co-created with learning disabled adults, exploring the idea of an inclusive society.

Following R&D in 20-21, it was made from June to August 2021 during a period of changing Covid regulations, and initially made for one social bubble to experience at a time.

The first participants (also known as guest artists) were from **Bangladeshi Parents & Carers Association** in Tower Hamlets. They took part in workshops that lead to personalised visits to the We Will Be Happy Here installation at Kedleston Walk Community Centre.

Also in 21-22:

- We Will Be Happy Here workshops and performances toured to **Kingston Mencap** (New Malden), **The Spring Arts & Heritage Centre** (Havant) and **Caroline House** (East Hampshire). We also ran artist training as part of the project with **Ashcroft Arts Centre** (Fareham).
- A participatory online version of the project premiered with participants at **Uniting Friends** (Redbridge).
- A sharing event for practitioners featuring contributions from BPCA participants (online).
- Initial workshops took place with **Lewisham Mencap** and **Adult Learning Lewisham**, prior to the project being remade for the Lewisham London Borough of Culture year in 22-23.

We Will Be Happy Here was co-produced with **Just Jones &** and funded by Arts Council England National Lottery Project Grants, People's Postcode Trust and Royal Victoria Hall.

Creative team:

Director/ concept	Rebecca Manson Jones
Designer	Jo Paul
Lighting Designer	Guy Hoare
Sound Designer	Alice Theobald
Performers/Facilitators	Jasmine Shigemura Lee, Sophie Holland, Yolande Bramble-Carter
Sensory Training	Lisa Muten

In numbers:

- 83 learning disabled people enjoyed highly personalised experiences,.
- 126 participants across 10 workshops during the summer and Autumn tours. (August – November)
- 128 participants took part in 8 workshops (Feb – March) ahead of the London Borough of Culture performances in May 2022.

4.2 Covid Café (Oct 21 – March 2021)

"I have not had an opportunity to meet anyone else with Long Covid to date, until today at the Covid Cafe...so it was fantastic to meet some people who not only have it or who have an ELC, but also who are tapping into the creative flow and thinking about using meditation style guided visualisations to improve wellbeing." Covid Café attendee, March 2022

Covid Café responded to the ongoing Covid-19 pandemic, in particular the needs of thousands of people coming to terms with life changing experiences such as developing long Covid.

Hosted by artists with lived experience of Long Covid and/ or another long-term condition, this project used creativity, meditations and exercises to support participants in making changes one step at a time.

Covid Cafés are part of The Health Tree, a new social prescribing network in East London launched by St Margaret's House and supported by the Thriving Communities fund. The Artistic Director presented two highlights from the Covid Cafés at Health Tree events for social prescribers and community groups.

Most events were informal, online drop-in sessions. We also ran an in-person session for a larger group at St Margaret's House.

In numbers:

- 58 participants in Covid Café drop-in sessions and workshops
- Training and mentoring for 4 practitioners with lived experience of long Covid or a similar long-term condition.

Covid Cafés was developed as a concept by Spare Tyre Artistic Director **Rebecca Manson Jones**, influenced by her lived experience of long Covid. The facilitators were **Monique Jackson, Omikemi, Sally Ramsden and Laura Singer**.

The Covid Cafés project continues into 2022-23.

4.3 Ghyama Arts! (September – December 2021)

"I can't emphasize this enough – without Spare Tyre we would not get this immersive interaction nor would our service users be able to experience this sort of artistic experience anywhere else." Yousuf Peshavaria, BPCA

Ghyama Arts! (meaning 'awesome arts' in Bengali) is a collaboration with **St Margaret's House** and the **Bangladeshi Parents and Carers Association (BPCA)** in Tower Hamlets, support by the City Bridge Trust. 2021-22 was the second year in a three-year partnership.

After solely conducting online work in 2020, this year we returned to in-person activity at BPCA's space at St Margaret's House. We also continued Zoom sessions for participants for BPCA's second hub in Newham, ensuring they didn't lose out after enjoying the online offer in the first year.

The participatory workshops were led by facilitators Jasmine Shigemura Lee and Hasan, both of whom had taken part in our Tyre Change training programme earlier in 2021.

In numbers:

- **10 workshops** took place with a total attendance of **127**.
- **38 people** attended the end of year sharing event, both in-person and online.

4.4 Together – In person July 21 – March 22.

Supported through renewed funding from City Bridge Trust, our ongoing Together partnership with Jackson's Lane continued into its fourth year.

Spare Tyre facilitators made weekly visits to Haynes Dementia Hub, a day centre for people living with dementia in the London Borough of Haringey.

Facilitators involve participants in participatory arts activities and help embed creativity into the Centre's regular practice.

This project needed flexibility in 2021-22 in response to changing Covid regulations. This included returning to online and telephone work during the peak of the Omicron wave in January 2022.

In numbers:

- **22 day-long sessions** with a total attendance of **110 participants**.

Together facilitators in 2021-22 were **Lisa Muten, Elly Rutherford** and **Sophie Holland** (Elly and Sophie were initially Tyre Change trainees in 2021).

4.5 Solace Women's Aid – Craft and Connection (June – July 21)

We were supported by the Culture Recovery Fund to restart work with Solace Women's Aid, a Spare Tyre partner since 2015.

These secure online sessions for women with experience of abuse or violence used creative exercises to gently begin the process of rebuilding self-identity.

The project was facilitated by **Lisa Muten** and **Yolande Bramble-Carter**.

In numbers:

- **8 workshops** with a total attendance of **35 drawn from London and internationally**.

4.6 Spare Tyre Through Your Letterbox (April 21 – March 22)

In 2020, we collaborated with various dementia hubs and care homes to create sensory experiences for participants isolated by Covid, involving telephone calls and packs delivered safely through letterboxes.

In 2021 we worked with NHS Haringey CCG and Haringey Council to expand this programme, with a particular focus on people living with dementias who were not attending care settings.

Lisa Muten was the artistic lead for Spare Tyre. She was joined by two students from De Montfort University as a placement for their Creative Health and Wellbeing BA Studies.

The project culminated in Spare Tyre contributing to an exhibition at **Bruce Castle Museum and Archive**.

In numbers:

- **43 interactions** with people living with dementia, via telephone calls and the post.
- **641 visits** to the exhibition at Bruce Castle.

4.7 Pods of Solace

"The Spare Tyre take over at the Albany as part of the Festival of Radical Care was welcoming, creative, generous of spirit and collaborative. I was excited by and impressed with the varied workshops on offer and the quality of the facilitators. The atmosphere was everything I had wanted the festival to be." Angela Clerkin, Artist of Change at The Albany and Director, Festival Radical Care

"What a wonderful way to spend a Saturday morning. I was feeling down, dispirited and bleurghh. Hassan's workshop gave me space to write, connection with other people and a fantastic, relaxing meditation. What more could you want? Self-care indeed." Workshop participant.

We were invited by Angela Clerkin, Artist of Change at The Albany, to take over the foyer spaces our home building during the Festival of Radical Care.

It included a sensory installation in The Albany's café and a free self-care workshop programme including events on creative writing, growing microgreens, and an open meeting for carers.

In numbers:

- **94 people** took part in the installation and workshops.

The workshop leaders were **Jasmine Shigemura Lee** (microgreens), **Hasan** (creative writing) and **Fauve Alice** (carers). **Neelam Chhara** coordinated the project for Spare Tyre, including contributions from the artistic team involved in We Will Be Happy Here.

5 In detail - Training, Supporting Artists and Sector Development

Spare Tyre supports the professional and personal development of participatory artists, whatever their backgrounds, ages or abilities. We also advocate for the power and importance of participatory arts in the wider cultural sector.

5.1 Tyre Change

"It was really encouraging to take part in such a disability-informed training and facilitation programme. Being able to cross pollinate ideas with other people in a way that felt affirming of disability, and not seeing it as a problem or something to solve, but rather something to honour and encourage creativity in relation to that, was really special." Tyre Change participant

Recognising a need for facilitators to be trained in new hybrid working methods, we launched Tyre Change, a new collaborative training project hosted via Zoom for artists to develop sensory, inclusive practice.

Facilitated by Rebecca Manson Jones and experienced Spare Tyre freelancers Lisa Muten and Yolande Bramble-Carter, 8 practitioners took part in Tyre Change. Of these, 5 have continued to work with us on participatory programmes including **Together** and **Ghyama Arts!** or performance projects e.g. **We Will Be Happy Here**.

As per Spare Tyre practice, all trainees were paid for their time in undertaking the training.

Tyre Change was funded through the Cultural Recovery Fund.

Numbers

- **8 practitioners** were paid to take part in the programme
- **34 participants** took part in taster sessions with the trainee practitioners.

The trainees were **Amy Dickinson, Hasan, Kitty Fedorec, Sophie Holland, Jasmine Shigemura Lee, Eugénie Pastor, Harshita Patel** and **Elly Rutherford**.

5.2 Training as part of We Will Be Happy Here

"Your project made me feel better about the world" - Practitioner Chiron Stamp

- **10 local artists and carers** took part in online training in inclusive sensory practice, hosted by Ashcroft Arts Centre, Fareham.
- **28 people** attending an online practice sharing event featuring contributions from We Will Be Happy Here with guest artists Zahra and Muqarrab (BPCA).

5.3 Creative Freelancers: Shaping London's Recovery

Spare Tyre supported this scheme, partnering with disabled dance artist **Tanya Erhart** to contribute (alongside 50 freelancers and partner organisations) to a new Creative Freelancers' Charter.

John Holmes (Executive Director) and Rose Chorlton (General Manager), worked with Tanya. They contributed to discussions about issues affecting disabled freelancers, including access riders and challenges around working while in receipt of disability benefits.

5.4 What Will Happen To The Cat? (project in development)

Spare Tyre supported artist **Lisa Muten** in the initial development phase of a new theatre piece exploring elder abuse, provisionally entitled What Will Happen To The Cat? Rebecca Manson Jones provided mentoring and dramaturgy support.

5.5 What Next? Lewisham

Spare Tyre worked with freelance producer and coach Annette Corbett to keep the What Next? Lewisham chapter active and vibrant during changing Covid restrictions.

Meetings were held online. Subjects included adapting touring practices after Covid, access and inclusion, and Covid testing policies.

In numbers:

- Spare Tyre hosted 3 What Next? Lewisham meetings with **22 attendees**.

5.6 Knowledge and skill sharing

Rebecca Manson Jones conducting the following:

- 3 sessions exploring Covid Cafés and Long Covid for creative practitioners and social prescribing professionals, attended by 95 people as part of the Health Tree consortium programme.
- **Safeguarding training** for theatre company Frozen Light, with 10 participants.

6 Campaigning and Advocacy

Spare Tyre contributes to and supports several campaigns for equality and inclusion in the arts.

These include:

- Signatories and financial support to **Anti-Racism Touring Rider**.
- Declarers of a climate and ecological emergency via **Culture Declares**.
- Signatories of the **#EndAbleism** pledge.
- Rebecca Manson Jones wrote a series of articles about living with Long Covid, raising awareness of the condition, and exploring the use of creativity and social prescribing in recovery.
- John Holmes wrote an article about the right of working fathers in the arts to take Shared Parental Leave.

Spare Tyre is also involved in 'behind closed doors' or 'critical friend' advocacy, particularly around inclusion and disability. In 21-22 this included providing advice to CF: SLR programme about recruiting learning disabled participants and encouraging venues to think more about disability in their programming.

7 Company development

Spare Tyre believes internal reflection and development is crucial to the success of the artistic programme detailed above.

7.1 Diversity and inclusion

Diversity and inclusion continue to be at the heart of Spare Tyre's ethos. The company remains mindful of the need to provide and nurture leadership in under-represented groups and action will be taken at all levels of the company's work from governance to entry level and across the programme from artistic work to administrative support.

A particular focus in 21-22 has been ensuring that artists and participants from under-represented groups are not left behind during post-pandemic recovery.

We have become more proactive in inviting freelance practitioners to provide access riders so we can provide appropriate support when they work with us.

Disabled inclusion consultant Aisling Gallagher (Agent For Change at Theatre Royal Stratford East) facilitated a board away day exploring inclusion governance for existing and prospective trustees.

7.2 Safeguarding

Spare Tyre embraced embedding safeguarding through all our practices.

The existing safeguarding policy and code of conduct were updated in 20/21 by our Designated Safeguarding Lead, Rebecca Manson Jones and Safeguarding Lead trustee, Sebastien de Morelos and are reviewed annually. All Trustees take online Safeguarding training, and all freelancers are inducted in Safeguarding and our code of conduct.

Our Safeguarding policy interacts with our GDPR, Dignity At Work and Social Media policies in particular.

Rebecca Manson Jones continued as the Independent Theatre Council's Safeguarding trainer for the Performing Arts.

7.3 Fair pay

Spare Tyre remained a London Living Wage employer.

In 21-22, we became an ITC/ Equity Ethical Manager and now pay the roles covered by this agreement the suggested rates of ITC/ Equity minimum +15%.

An inflationary increase was built into staff and freelancers pay in 21/22 and again in 22/23.

7.4 Climate Emergency

Spare Tyre works with Julie's Bicycle to monitor its carbon footprint, including touring and use of materials.

New policies were implemented during 22-23, including a 'check before you buy' policy to ensure duplicate materials are not ordered.

The company is a signatory to the Culture Declares movement to declare the climate and ecological emergency.

7.5 Future planning

In 21-22, we incorporated Arts Council England's Investment Principles into our strategic planning.

The Investment Principles are **Ambition & Quality, Dynamism, Environmental Responsibility and Inclusivity & Relevance**. We set up a Board subcommittee consisting of Sarah Dean, Alexandra Jones and Hope Ward-Brown to work with the Executive to embed the Investment Principles.

In 2021-22 we began work on our application to remain in the Arts Council England National Portfolio from 2023 (due for submission May 2022).

8 Partnerships and collaborators

The Trustees and Spare Tyre team wishes to acknowledge and thank the partners we have worked with during 2021-22.

Adult Learning Lewisham

- We Will Be Happy Here as part of Lewisham London Borough of Culture 2022

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The Albany

- Festival of Radical Care
- We Will Be Happy Here as part of Lewisham London Borough of Culture 2022

Ashcroft Arts Centre

- We Will Be Happy Here artist training

Bangladeshi Parents and Carers Association

- Ghyama Arts!
- We Will Be Happy Here

Haringey Council, NHS Haringey CCG and Bruce Castle Museum & Archive

- Spare Tyre Through Your Letterbox

Haynes Dementia Centre and Jackson's Lane

- Together project

Just Jones &

- Co-Producer, We Will Be Happy Here

Kingston Mencap

- We Will Be Happy Here

Lewisham Mencap

- We Will Be Happy Here as part of Lewisham London Borough of Culture 2022

Solace Women's Aid

- Craft and Connection

The Spring Arts & Heritage Centre

- We Will Be Happy Here

St Margaret's House

- Ghyama Arts!
- We Will Be Happy Here
- Covid Cafes

Uniting Friends

- We Will Be Happy Here

8.1 Freelance artists

In 2021-22, Spare Tyre worked with the following freelance artists and practitioners throughout the year:

Fauve Alice, Patrick Baldwin, Yolande Bramble-Carter, Amy Dickinson, Kitty Fedorec, Aisling Gallagher, Claude Graham, Hasan, Guy Hoare, Sophie Holland, Monique Jackson, Jasmine Shigemura Lee, Jennifer Lunn, Muqarrab, Helen Mugridge, Lisa Muten, Omikemi, Eugénie Pastor, Harshita Patel, Jo Paul, Jazmin Qunta, Sally Ramsden, Elly Rutherford, Laura Singer, Chiron Stamp, Alice Theobald, Lucy Ventham, Zahra.

8.2 Funders

In 21/22, Spare Tyre is grateful to receive funding from the following supporters:

- Arts Council England (National Portfolio Organisation)
- Arts Council England National Lottery Project Grants
- The Arnold Clark Community Fund
- DCMS Culture Recovery Fund
- The Eastwind Fund
- Garfield Weston Foundation
- Lewisham Council (Covid Additional Restrictions grants)
- Lewisham Council (London Borough of Culture)
- Morris Beneficent Fund
- People's Postcode Trust
- Royal Victoria Hall Foundation

8.3 Funding Partnerships

Through partnerships, funding has been secured for Spare Tyre to undertake projects from NHS Better Care Fund, Thriving Communities Fund and City Bridge Trust.

9 Environmental Sustainability

Spare Tyre works with Julie's Bicycle guidelines and attends the NPO Touring theatre companies environmental sustainability meetings. We monitor our carbon impact and, including touring, transportation and use of materials. On tour we used group accommodation rather than hotel chains where possible

10 The Year in Numbers

Spare Tyre works over time with small groups of people. Our aim is for deep, long-lasting engagement. In practice, the people we create art with and for are more complex than being either male or female, disabled or non-disabled and we aim to understand people in their rich and complex intersections. Our focus is on supporting female creative leadership and autonomy, and on promoting inclusion of disabled, learning disabled and neuro-divergent people in creative arts which is why we highlight these demographic statistics.

- 221 performances, workshops and training sessions
- Events in 15 theatres, community centres and other venues
- 6 online projects

- 1,373 people participated in our projects
- 73% were women and/or non-binary
- 76% were disabled or living with a long term health condition

- We worked with 56 freelancers.
- 88% of freelancers were women and/or non-binary
- 55% were disabled or living with a long term health condition

Director's Responsibilities

Company Law which is also applicable to charitable companies in England and Wales requires the directors, who are also trustees of the company, to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the results of the company for that year.

Going Concern.

The trustees confirm that in their opinion it is appropriate to prepare these accounts on a going concern basis. The trustees also confirm that in their opinion the charity will be able to continue to operate for at least 12 months from the date of this report.

Reserves

The trustees have had regard to the liquidity requirements of operating the company and have established a reserves policy (see below).

The trustees have established the level of reserves (that is those funds that are freely available) to maintain adequate working capital. Reserves are needed to bridge the funding gaps between spending on projects and receiving resources, or to mitigate against unexpected and temporary drops in income. The trustees have examined the charity's requirement for reserves in light of the main risks to the organisation. It is the aim of the trustees to build the level of reserves so that they equate to three months of running costs. In addition, the trustees may identify Designated Funds to assist long-term planning for the company.

Free reserves were £159,485 as at 31st March 2022 which the Trustees consider an appropriate level to meet the above policy.

In preparing those financial statements, the directors/trustees are required to:

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

The directors/trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with company law, as the company's directors we certify that:

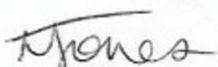
- so far as we are aware there is no relevant audit information of which the company's examiner is unaware;
- we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the company's examiners are aware of that information.

Independent Examiner

A resolution will be proposed at the Annual General Meeting that Frank Lachman be re-appointed as Independent Examiner to the charity for the ensuing year. The financial statements comply with the 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) (effective 1 January 2019).

By order of the directors

Alexandra Jones



12/12/2022

Independent Examiner's Report on the Accounts

On accounts for the year ended 31st March 2022 set out on pages 16 to 23.

Responsibilities and basis of report

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

Having satisfied myself that the accounts 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.

Independent examiner's report

Since the company's gross income exceeded £250,000 your examiner must 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 Institute of Chartered Accountants in England & Wales, which is one of the listed bodies.

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

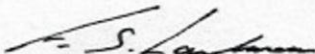
accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or

the accounts do not accord with those accounting records; or

the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or

the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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



Frank S Lachman FCA
Member Institute of Chartered Accountants in England and Wales
Chartered Accountant
Independent Examiner

16b North End Road
London NW11 7PH

Dated: 22/12/2022

Spare Tyre Theatre Company Limited
 Company Limited by Guarantee
 Statement of Financial Activity
 For the Year Ended 31st March 2022

	Note	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
Income					
Voluntary income	2	154,805	-	154,805	155,085
Charitable activities	3	83,628	107,925	191,553	46,260
Total income		<u>238,433</u>	<u>107,925</u>	<u>346,358</u>	<u>201,345</u>
Expenditure					
Charitable activity costs	5	201,344	117,586	318,930	171,421
Total expenditure		<u>201,344</u>	<u>117,586</u>	<u>318,930</u>	<u>171,421</u>
Net income/expenditure		37,089	(9,661)	27,428	29,924
Reconciliation of funds					
Total funds brought forward		130,550	1,507	132,057	102,133
Transfers		(8,154)	8,154	-	-
Total funds carried forward	10	<u>159,485</u>	<u>-</u>	<u>159,485</u>	<u>132,057</u>

The statement of Financial Activities includes all gains and losses recognised in the year

All income and expenditure derive from continuing activities.

Spare Tyre Theatre Company Limited
 Company Limited by Guarantee
 Balance Sheet
 For the Year Ended 31st March 2022

	Note	2022	2021
Fixed assets			
Tangible Assets	7	1,117	2,615
Current assets			
Debtors	8	16,971	6,054
Cash at bank and in hand		190,138	134,194
Total current assets		<u>207,109</u>	<u>140,248</u>
Current liabilities			
Creditors - amounts falling due within one year	9	48,741	10,806
		<u>48,741</u>	<u>10,806</u>
Net current assets		158,368	129,442
Net assets		<u>159,485</u>	<u>132,057</u>
The funds of the charity			
Funds	10	159,485	132,057
Total charity funds		<u>159,485</u>	<u>132,057</u>

For the year ended 31 March 2022 the company was entitled to exemption under section 477(2) of the Companies Act 2006.

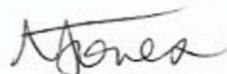
No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for:

- ensuring the company keeps accounting records which comply with section 386; and
- preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit and loss for the financial year in accordance with the section 393, and which otherwise comply with the requirements of the Companies Act relating to accounts, so far as applicable to the company.

The accounts have been prepared in accordance with the special provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime, and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

Approved by the directors on 12/12/2022, and signed on their behalf by Alexandra Jones



1 Accounting Policies

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

Spare Tyre Theatre Company Limited 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 note(s).

(b) Tangible Fixed Assets

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

Computer and touring equipment	- over 3 years
Office equipment	- 20% on straight line basis

(c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably. Income from grants, whether capital or revenue grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants has been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

(d) Expenditure

All expenditure is accounted for on an accruals basis. Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party. It is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs are allocated to a category either because such costs are directly incurred in relation to such category, or because they are support costs in respect of which an apportionment has been made between the categories.

Support costs consist of infrastructure costs for salaries, premises, office administration. Such costs are apportioned on a reasonable and consistent basis to the various categories with a view to determining, as accurately as possible, the total resources expended for each category. The basis of apportionment used is either a function of staff time applied to a given activity, or an estimate of the proportion of costs associated with the same, or a combination of both.

Direct and Support costs are separately shown by natural classification in Note 6 to these accounts for each category of cost.

(e) Taxation

The company as a registered charity (number 1301049) is exempt from taxation on most investment income insofar as it is applied for charitable purposes. The company is also exempt from taxation on capital gains.

(f) Debtors

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

(g) 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.

2 Voluntary Income

	Unrestricted Funds	2022	Unrestricted Funds	2021
Grants for General Running Costs				
Arts Council England	153,646	153,646	153,646	153,646
Donations	1,159	1,159	1,439	1,439
	<u>154,805</u>	<u>154,805</u>	<u>155,085</u>	<u>155,085</u>

3 Income from charitable activities

	Restricted Funds	Unrestricted Funds	2022	Restricted Funds	Unrestricted Funds	2021
Grants and donations						
Austin Hope Pilkington Trust	-	-	-	-	1,000	1,000
Arts Council England Cultural Recovery Fund	32,525	-	32,525	-	-	-
ACE National Lottery Project Grants	69,300	-	69,300	-	-	-
Groundworks	-	-	-	500	-	500
Eastwind Fund	15,000	-	15,000	-	-	-
Morris Beneficent Trust	15,500	-	15,500	-	-	-
People's Postcode Trust	-	-	-	6,000	-	6,000
Barchester Healthcare	-	-	-	1,000	-	1,000
London Borough of Lewisham	-	11,143	11,143	1,000	5,000	6,000
Garfield Weston Foundation	-	15,000	15,000	-	-	-
Royal Victoria Hall Foundation	1,500	-	1,500	-	-	-
Wandsworth Council	-	-	-	400	-	400
Redbridge Carers Support Services	-	-	-	1,500	-	1,500
Deferred Grants carried forward	(30,500)	(2,000)	(32,500)	(4,600)	-	(4,600)
Deferred Grants brought forward	4,600	-	4,600	14,650	-	14,650
	107,925	24,143	132,068	20,450	6,000	26,450
Fees, commissions, hires & misc income	-	59,485	59,485	-	19,810	19,810
	107,925	83,628	191,553	20,450	25,810	46,260

4 Net incoming Resources

Net (outgoing)/incoming resources are stated after charging:

	2022	2021
Depreciation of tangible assets	3,170	438
Examiner's fee	1,100	1,000

5 Charitable activity costs

	Support costs Unrestricted	Charitable Activity Costs Restricted	Charitable Activity Costs Unrestricted	Governance Costs Unrestricted	Fundraising Costs	Total 2022
Artists' and creative fees	-	51,341	42,412	-	-	93,753
Travel and subsistence expenses	583	6,115	-	-	-	6,698
Production costs	-	25,376	465	-	-	25,841
Studio and venue hire	-	7,154	314	-	-	7,468
Marketing	268	1,000	-	-	-	1,268
Documentation and evaluation	-	8,126	-	-	-	8,126
Access	1,082	404	-	-	-	1,486
Salaries	114,198	11,073	-	-	-	125,271
Administration and other fees	6,000	-	-	-	-	6,000
Staff pension contributions	4,384	1,561	-	-	-	5,945
Rent and storage	14,608	-	-	-	-	14,608
Telephone	180	-	-	-	-	180
Insurance	1,492	-	-	-	-	1,492
Postage, stationery and IT costs	6,069	138	-	-	-	6,207
Subscriptions	1,374	240	-	-	-	1,614
Sundry expenses	1,197	149	-	-	-	1,346
Research and conferences	334	-	-	-	-	334
Recruitment and training	2,819	237	-	-	-	3,056
Fundraising	-	2,000	-	-	-	2,000
Depreciation	-	-	-	3,170	-	3,170
Bank charges	-	-	-	254	-	254
Board development, travel and meetings	-	1,000	-	-	-	1,000
Legal and professional	-	-	-	713	-	713
Independent examination	-	-	-	1,100	-	1,100
	154,588	115,914	43,191	5,237	-	318,930

Comparatives 2021

					Total 2021
Artists' and creative fees	-	23,367	1,800	-	25,167
Travel and subsistence expenses	-	86	-	-	86
Production costs	-	2,596	97	-	2,693
Studio and venue hire	-	1,106	-	-	1,106
Marketing	400	-	-	-	400
Documentation and evaluation	-	275	-	-	275
Access	-	396	456	-	852
Salaries	112,332	-	-	-	112,332
Administration and other fees	1,730	-	-	-	1,730
Staff pension contributions	4,978	-	-	787	5,765
Rent and storage	11,049	-	-	-	11,049
Telephone	35	-	-	-	35
Insurance	1,427	-	-	-	1,427
Postage, stationery and IT costs	5,363	-	-	-	5,363
Subscriptions	80	-	-	-	80
Sundry expenses	245	-	-	-	245
Research and conferences	733	-	-	-	733
Recruitment and training	198	100	-	-	298
Depreciation	-	-	-	438	438
Bank charges	-	-	-	225	225
Board development, travel and meetings	-	-	-	109	109
Legal and professional	-	-	-	13	13
Independent examination	-	-	-	1,000	1,000
	138,570	27,926	2,353	1,785	171,421

6 Employees and Freelancers

	2022	2021		2022 No.	2021 No.
Wages, salaries and fees	217,434	128,837	Management	4	3
Social security costs	7,535	6,862	Other	33	28
	224,969	135,699		37	31

No employee earned more than £60,000 during the year (2021 Nil).

7 Tangible Fixed Assets

Cost	Office Equipment	Computers and Touring Equipment	Total
At 31st March 2021	2,945	24,129	27,074
Disposals	-	-	-
Additions	-	1,672	1,672
At 31st March 2022	<u>2,945</u>	<u>25,801</u>	<u>28,746</u>
Depreciation			
At 31st March 2021	2,435	22,024	24,459
Disposals	-	-	-
Charge for the year	509	2,661	3,170
At 31st March 2022	<u>2,944</u>	<u>24,685</u>	<u>27,629</u>
Net Book Values			
At 31st March 2022	<u>1</u>	<u>1,116</u>	<u>1,117</u>
At 31st March 2021	<u>510</u>	<u>2,105</u>	<u>2,615</u>

8 Debtors

	2022	2021
Trade debtors	7,205	1,805
Prepayments and accrued income	6,771	714
Other debtors	2,995	3,535
	<u>16,971</u>	<u>6,054</u>

9 Creditors - Amounts falling due
within one year

	2022	2021
Trade creditors	4,185	-
Social Security and other Taxation	4,134	2,927
Deferred grants and fees	39,322	4,600
Accruals	1,100	3,279
	<u>48,741</u>	<u>10,806</u>

10 Reconciliation of Movement in Funds

		Balance at 31 March 2021	Income	Expenditure	Transfers	Balance at 31 March 2022
Restricted Funds	- Income	1,507	107,925	117,586	8,154	-
Unrestricted Funds	- General	110,550	238,433	201,344	(2,154)	145,485
	- Designated	20,000	-	-	(6,000)	14,000
		<u>132,057</u>	<u>346,358</u>	<u>318,930</u>	<u>-</u>	<u>159,485</u>

General Fund: are moneys which can be used by the Trustees at their discretion for any purpose and which have not been designated by them previously

11 Analysis of Net Assets between Funds

	Tangible Fixed Assets	Net Current Assets	Total 2022	Total 2021
Restricted Funds	-	-	-	1,507
Unrestricted Funds:				
General	1,117	104,368	105,485	110,550
Creative Fund	-	44,000	44,000	20,000
Innovation and Futures Fund	-	10,000	10,000	-
	<u>1,117</u>	<u>158,368</u>	<u>159,485</u>	<u>132,057</u>

12 Trustees

During the year, none of the trustees received any remuneration from the trust and no expenses were reimbursed to any of them.

SPARE TYRE THEATRE COMPANY LIMITED

England & Wales - Charity number 273418

Accounts

Company Number: 1301049



Spare Tyre Theatre Company Limited

Report and Financial Statements

Year Ended 31st March 2021

Charity Number: 273418

**Frank S Lachman
16b North End Road
Golders Green
London
NW11 7PH**

**Spare Tyre Theatre Company Limited
Company Limited by Guarantee
Trustees Annual Report
Year ended 31st March 2021**

The trustees, who are also directors for the purposes of the Companies Act, have pleasure in presenting their report and the financial statements of charity for the year ending 31st March 2021.

Reference and administrative details

Charity Number 273418

Company Number 1301049

Principal Office: The Albany, Douglas Way, London SE8 4AG

Bankers: Unity Trust Bank plc, 9 Brindley Place, 4 Oozells Square, Birmingham B1 2HB
Charities Aid Foundation Bank Limited, 25 Kings Mill Avenue, West Malling, Kent ME19 4JQ

Examiner Frank Lachman 16B North End Road, London, NW11 7PH

Directors and Trustees

The board of Trustees at 31st March 2021 were:

Michelle Smith (Chair)	Sarah Louise Dean	Appointed 28th January 2021
Sebastien De Morelos (Vice-Chair)	Chirag Manharlal Patel	Appointed 30th September 2020
David Atkinson		

No directors received any emoluments for so acting during the year.

Directors who resigned during the year were:

Olivia Brinson	Resigned 9th December 2020
Duncan Eastoe	Resigned 30th September 2020
Katherine Everett	Resigned 30th September 2020

Staff

Artistic Director (Joint CEO)	Rebecca Manson Jones
Executive Director (Joint CEO)	John Holmes
General Manager	Rose Chorlton

Structure, Governance and Management

1.1 Governing document

Spare Tyre Theatre Company Ltd is a company limited by guarantee governed by its Memorandum and Articles of Association dated 3rd March 1977. There are currently 6 members of the company each of whom agree to contribute £1 in the event of the company winding up.

The Company's name was changed by Special Resolution on 31 March 1979. The Memorandum and Articles of Association were amended by Special Resolution on 28 July 2009.

1.2 Recruitment and Appointment of new Trustees

The membership of the Board is regularly reviewed to ensure that members reflect the skills and expertise deemed necessary, as well as the communities and interests of the groups with which the company works. Recruitment is through open call-outs and through encouraging ex-participants and related individuals to become involved.

1.3 Organisational Management

The trustees are responsible for overall governance of the Company. Artistic policy, day-to-day operational matters, and implementation of policies with the trustees are delegated to the Artistic Director (Joint CEO) and Executive Director (Joint CEO)

The trustees meet on a quarterly basis to discuss and ratify strategy.

The trustees receive and review reports from staff including management accounts, policy papers and new opportunities.

The trustees may form subcommittees as and when necessary to undertake specific duties delegated by the Board such as personnel or finance.

1.4 Business Planning & Financial Management

Spare Tyre operates on a three-year planning model. A review of key staff and trustee roles and responsibilities is undertaken annually to ensure a dynamic framework for the future delivery of projects. The Company is a National Portfolio Organisation (NPO) of Arts Council England, and raises additional funding from trusts and foundations, individual and corporate donors, and community fundraising activities. It earns income charging for delivery of workshops and training, selling tickets for performances, and providing commissioned services.

1.5 Related Parties

There are no related parties

1.6 Risk Management

The management team undertakes a robust process of business risk assessment at regular intervals, and reports any identified risks to the board of trustees at trustee meetings. The board monitors, reviews and manages these risks as appropriate.

2 Objectives and activities

The trustees confirm that they have complied with their duty to have due regard to the guidance, as laid out by the Charity Commission, on public benefit when reviewing the charity's aims and objectives, planning future activities and in the exercising of powers.

2.1 The objects of the company are:

Spare Tyre is a leading UK participatory arts company. Spare Tyre's work exists to engage those least engaged in arts and cultural activity. We produce multisensory, accessible and inclusive touring theatre and outreach arts activities locally, nationally and internationally.

2.1. Our Mission

Spare Tyre is a participatory theatre company that seeks to reflect society, challenge its prejudices and make life equal.

We create theatre with people that are under-represented in arts and culture and society's decision making at large. Built on more than 40 years experience, our work is participatory, collaborative, immersive, taboo-busting and above all responsive to the passions and talents of the people who make it.

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Our projects visit traditional arts venues, community centres, care homes and online spaces. Meanwhile, we run and amplify creative campaigns that reflect the values and passions of our artists and participants.

In the 2020s, we will work with more people to create theatre exploring the pressing issues of our time, such as the climate crisis, disability rights and social justice.

We're interested in working with, supporting and training people who want to change the world with us.

Our current creative partnerships are with groups supporting:

- women who have experience of violence and abuse
- learning disabled and neurodivergent people
- people living with dementias and their carers.

3. 2020-2021 Overview

During 2020-2021, Spare Tyre responded to the unique challenges posed by the COVID-19 pandemic.

3.1 Covid-19 and Lockdown

It is impossible to separate Spare Tyre's activity in 2020-21 from the Covid-19 pandemic, which had a profound impact on the performing arts.

The Executive and Trustees would like to emphasise that "we never closed" during this time and that the company continued to operate throughout the lockdown periods.

The adaptations and changes to the company's programme are detailed in section 4 of this report.

The Trustees would like to record their thanks to the staff team and the freelancers who worked so flexibly to adapt to circumstance, support each other and some of the most vulnerable members of the community to combat isolation and the anxiety caused by the pandemic and lockdown. The work undertaken during the pandemic was commented on for its strength and innovation by funders, beneficiaries, local councillors and peer organisations.

The Trustees also note that the Artistic Director had to change her way of working substantially due to contracting Covid-19 in March/April 2020. She subsequently became one of the many thousands of people who acquired the previously unknown and unanticipated group of long-term symptoms commonly known as "long Covid" or Post Covid Syndrome.

Rebecca Manson Jones and the team adapted their working style to make adjustments (and to team members who were shielding). The Trustees welcome the positive discussions and actions that the fact of factoring dynamic disability into the core of the company has meant for all our processes, and the greater focus on and awareness of inclusion of all kinds that has resulted.

Impacts of the pandemic on the organisation, management and governance of the company included:

- Delays and postponement of activity. Where in-person work had to be cancelled the company found alternative engagements for freelancers involved, or an alternative way of working. No freelancers lost out on payments that they were expecting for work with Spare Tyre.
- The closure of our office at The Albany during the main lockdown periods April – May 2020, November 2020 and January to March 2021.
- Adapting to working from home.
- Operating Board meetings online via Zoom.

3.2. Team Changes

3.2.1 Leadership

This was the first full year leading the company for the new team of Rebecca Manson Jones, Artistic Director (Joint CEO), and John Holmes, Executive Director (Joint CEO).

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3.2.2 Core Team

Rose Chorlton began work as General Manager in April 2020, replacing Gemma Williams, who graduated into a producing role Access All Areas in March 2020. There were no further changes to the Core team during the year.

3.2.3 The Board of Trustees

Chirag Patel, a participant in our participatory programme for more than a decade, was appointed to the Board after acting as an observer for a number of meetings. Sarah Dean was also appointed to the Board after an introductory period as an observer.

An open call for Trustees to join the Board was made in November 2020, with interviews taking place in January 2021. A pathway was developed for up to five new Trustees to join the Board in 2021-22.

This year saw the resignation of Duncan Eastoe after six years' service, and Olivia Brinson and Kathy Everett after three years' of service each. The Trustees record a vote of thanks for their very valuable service.

Freelance artists who work with the company were invited (and paid) to address Trustee meetings and discuss their work. For example, artists Jo Paul and Alice Theobald discussed their involvement in the Freelance Task Force.

Board papers are now routinely created in EasyRead format.

4. Programme.

Spare Tyre's programme includes:

- **Creating & Presenting Inclusive Theatre**
- **Participatory Projects**
- **Producing Artists/Talent Development**
- **Research & Training**
- **Campaigning & Advocacy**

4.1 Highlights & Achievements

"She is sleeping better at night and sings to herself more since the project started."

Family of Ghyama Arts! participant

The year focused on pivoting activity to support participants and freelance artists impacted by the COVID-19 pandemic, and creating new projects to serve these needs.

4.1.1 Ghyama Arts! (new project)

Participatory arts workshops for learning disabled participants from the Bangladeshi Parents and Carers Association, based in Tower Hamlets and Newham.

4.1.2 Spare Tyre Through Your Letterbox (new project)

Creation of bespoke sensory experiences delivered to people living with dementia across three London Boroughs.

4.1.3 Signal Fires: Beyond the Shield (new production)

An online theatrical showcase featuring contributions from artists and participants who had been shielding during the pandemic.

4.1.4. Statues for the Unforgotten (new production)

Exploring who gets to be celebrated in our public spaces, through short stories, monologues and songs.

4.1.5 We Will Be Happy Here (research and development)

One week R&D in August 2020, adapting the project from a theatre show to a COVID-adapted multi-sensory installation for small numbers of participants.

4.1.6 Sensory films

Freelance artists commissioned to create videos with activities for people living with dementias and carers.

4.1.7 Thinking Space – Associate Artist COVID responses

A series of films created by Spare Tyre Associate Artists in response to the first few weeks of lockdown. The commissions replaced the planned workshop residency weekend.

4.1.8. Freelance Task Force

Four Spare Tyre Associate Artists supported to take part in a national initiative to examine and reform the working conditions of freelance theatre workers and artists, with a focus on advocating for the needs of disabled and neurodivergent task force members.

4.2 In detail – artistic performances and projects

“The person-centred approach you guys bring is so powerful and important”

Stuart Cox, Arts & Wellbeing Director, St Margaret’s House

4.2.1 Ghyama Arts!

“It’s amazing to see the effort that’s gone into keeping the work going through this awful time. I’m blown away. Thanks so much for all you’re doing in Tower Hamlets and beyond. Fantastic work!”

Cllr Kevin Brady, London Borough of Tower Hamlets

Ghyama Arts! (meaning ‘awesome arts’ in Bengali) is a collaboration with **St Margaret’s House** and the **Bangladeshi Parents and Carers Association (BPCA)** in Tower Hamlets, support by the City Bridge Trust. 2020 was the first year in a three-year partnership.

The project was originally conceived as participatory theatre workshops for BPCA’s learning disabled participants at the charity’s space at St Margaret’s House. However, with the space closed to in-person gatherings due to local council regulations, the three partners worked closely together to adapt the project to be accessible online via Zoom.

This included:

- Provision of sensory materials to participants, created by Spare Tyre artists.

Our partners supported by:

- Adapting donated laptops so that participants and carers could access the workshops from home via the touch of a button.
- Providing mobile internet to families without a domestic internet connection.

These adaptations created genuinely accessible experiences for learning disabled people who had been very isolated during the early months of the pandemic. Importantly, it also enabled them to reconnect with friends they had not seen for more than six months since BPCA’s closure.

The workshops were led by Spare Tyre's Artistic Director, **Rebecca Manson Jones**, and Associate Artist **Yolande Bramble-Carter**, and culminated in a sharing event in December 2020. In response to this event, an audience member said: ***"Uplifting - it was so beautiful to see those moments of engagement and connection. It also cheered me up. Good things are happening and can happen, despite the areas that are more difficult at the moment."***

Learning from this project greatly influenced the development of an online version of Spare Tyre's interactive show *We Will Be Happy Here* in 2021.

It also resulted in the creation of other online projects in Tower Hamlets in particular a Bengali women's only dance group who now meet regularly in embodied space and online.

Ghyama Arts! 14 workshops and 149 opportunities for participation.

Rebecca presented at an end of term celebration event attended by 18 people and the accompanying film viewed 245 times online.

4.2.2. Spare Tyre Through Your Letterbox

It is beautifully packaged and even the envelope smells lovely. It is stunning and I can see how much effort, creativity, care and hard work you have put in to them!

Jessica Amery, Project Co-Ordinator, Jackson's Lane

"We really enjoyed the sound of the sea. Thank you for thinking of us when none of the clubs are open."

Feedback from participants in Redbridge

In March 2020, Haynes Dementia Hub in Haringey, home of Spare Tyre's weekly residency working with participants living with dementia, was closed due to the pandemic and did not reopen until 2021.

To help reduce isolation and provide much-needed respite for carers, Rebecca Manson Jones and Spare Tyre artists Lisa Muten and Yolande Bramble-Carter worked with staff at Haynes and Jackson's Lane to create sensory experiences for participants that could be delivered safely through letterboxes. This included phone calls from the artists to individual participants and then creation of bespoke sensory packs tailored to their needs.

The success of this approach led to further commissions to work with local residents in the London Boroughs of Redbridge and Lewisham, and with Barchester care homes. Another Spare Tyre artist, Fauve Alice, was brought in to support this additional work.

In early 2021 Spare Tyre was commissioned by Haringey Council and the NHS to continue this work with more residents in Haringey throughout 2021.

Spare Tyre Though Your Letterbox: 130 sensory packs sent to people living with dementia and their carers. Lisa's phonecall interactions and relationships.

4.2.3 Signal Fires: Beyond the Shield

"Just wanted to say how much I enjoyed the show last night, I loved the virtual fire, thought the actors were brilliant and felt really moved to see so many different pieces from other shielders. "

Emily Ling Williams (writer)

“There was integrity, diversity, and sheer enjoyment in all the works”.

Audience member

Spare Tyre was one of a number of theatre companies to present as part of Signal Fires, a national festival of touring theatre.

Rebecca Manson Jones directed and curated Spare Tyre’s contribution. This took place on Zoom, giving writers and artists who had been shielding during the first phase of the pandemic to share their stories, short plays and music created during that time.

Associate Artists **Genetic Moo** created a digital campfire that formed a backdrop to the performances. Spare Tyre commissioned Associate Artists **David Munns** and **Ellie Mason** as well as new collaborators including **Aisling Gallagher** and **Emily Ling Williams**. Contributions also came from community participants, and Rebecca Manson Jones ran a workshop for writers who wanted to take part.

The plays were performed by a trio of professional actors - **Leslie Davidoff**, **Lesley Ewen** and **Mia Foo**, with live BSL translation by **Russell Alderson**. **David Munns** compered the event and performed illusions.

The full list of Signal Fires was:

Aisling Gallagher - Slam
Alice Gallo - Hi, Mom
Genetic Moo - Microworld At Home
Tim Heath - The Clapham Correspondent
Tom Edward Kane and **Monica Vinogly** - I Like It
Amy Ann Kemp and **Astrid Hilne** - Granny and the Virus
Emily Ling Williams - Under the Knife
Rebecca Manson Jones - Oxygen
Ellie Mason - Ordinary Woman
Jo Paul - Each and Every One
Tamara Stein and **Esther Hopkins** - You Can't Hold Me Now
Christine Thompson - Lockdown May 2020

The pieces written by Rebecca Manson Jones and Aisling Gallagher were featured in the book of Signal Fires collated by Fuel and edited by Maddy Costa.

Signal Fires: Beyond the Shield: 110 audience members, 12 writers, 8 performers and 1 digital art commission.

4.2.4 Statues for the Unforgotten

“She represents the strong spirit of women who dedicate themselves to service and they feel joy because of that, and by giving she receives back and so she never runs out of energy”.

From *If You Can Breathe* for Cynthia Dunn

“I’ve been in tears a lot after watching the show. Not just my tribute, but others”.

Contributor

Developing our online creation space and our commitment to making work in response to the times, Spare Tyre presented **Statues for the Unforgotten**, an evening exploring public space and whose lives are celebrated there. It was conceived in response to the debate about the right to public space in 2020, the relevance and/or permanence of public commemoration figures and the safety and equality of women in public places and debates.

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Eight artists were commissioned to contribute suggestions for statues of people not yet celebrated in public life, including women, people who experience racism, Deaf, disabled and neurodivergent people, LGBTQIA+ people, or people who were overlooked by history for another reason.

Artists commissioned included **Vici Wreford-Sinnott**, **Ellie Mason** and **Debbie Bandara**, **Dr Naomi Paxton/Ada Campe**. Collaborators from **Trinity Laban**, **The Befrienders** and **Voices in Motion** contributed a moving musical tribute to Lewisham resident Cynthia Dunn (1932-2019). **Rebecca Manson Jones** curated the evening and performed a piece of her own aided by a visual note-taker Deborah Mason.

The full list of creators and their Statues was:

Debbie Bandara - Reclaiming our Statues for Durga

The Befrienders and Voices in Motion - If You Can Breathe for Cynthia Dunn

Ada Campe - A Beehive for Terri Rogers

Astrid Hilne - Not Forgotten for Ruby, Mary and Zilla

Becky H Lee - Salute to You for Doreen Lawrence

Rebecca Manson Jones – for All the young women who aren't allowed to stand still and be

Kitty Martin - The Last Moments for Ruchla Kaszkeit

Deborah Mason - My Head Hurts From All The Hats I'm Wearing for herself

Ellie Mason - Treat Us As One for Samantha Renke and Liz Carr

Dr Naomi Paxton - for Mrs Salmon

Vici Wreford-Sinnott - A Site of Suitable Scale for Dorothy and all the disabled people of the UK

Individual films for each statue have been made available on the Spare Tyre YouTube channel.

Statues for the Unforgotten: 81 audience members, 12 writers and artists.

4.2.5 We Will Be Happy Here

In August 2020, Rebecca Manson Jones worked at The Albany with Jo Paul (designer) and Yolande Bramble-Carter (performer) to further develop new show We Will Be Happy Here. The work picked up from the Research & Development (R&D) project with BPCA in February 2020. The focus of this R&D was to adapt the project from an immersive show for multiple audience members to a multi-sensory installation for one social bubble at a time.

This work was supported by People's Postcode Trust and was instrumental in developing We Will Be Happy Here for full production in 2021.

4.2.6 Sensory films

As part of the Spare Tyre Through Your Letterbox, Rebecca commissioned a series of a series of multi-sensory videos burned onto DVD for inclusion in the sensory packs. The films were also shared with a wider audience online.

13 films were created, including artist-led movement exercises for participants to do at home and more abstract visual and musical experiences.

Artists who created videos were **Rebecca Manson Jones**, **Yolande Bramble-Carter**, **Lisa Muten**, **Debbie Bandara** and **Kali Chandrasegaram**, with music by **Paul Johnson**.

Stats: 13 sensory videos, 620 online views

4.2.7 Thinking Space – Associate Artist COVID responses

Our cohort of Associate Artists were due to gather in Spring 2020 for a Thinking Space weekend. The weekend was cancelled due to the pandemic. The artists were commissioned to spend the equivalent time responding to the situation.

Responses included photography, film and stop motion animation.

Stats: Participation by 11 artists

4.3 Supporting artists and sector development

Spare Tyre support the professional and personal development of participatory artists, whatever their backgrounds, ages or abilities. We also advocate for the power and importance of participatory arts in the wider cultural sector.

4.3.1 Freelance Task Force

We sponsored and supported four Spare Tyre Associate Artists to take part in the Freelance Task Force, which was convened by Fuel in response to the loss of work and other challenges faced during the pandemic by creative freelancers.

Our team was recruited through a call out to our Associate Artists and consisted of disabled and/ or neurodiverse artists **Ellie Mason, David Munns, Jo Paul and Alice Theobald.**

This cohort specifically focused on under-representation and addressing access issues within the task force.

Alice Theobald and Ellie Mason collaborated with artists from Access All Areas. Alice directed the other artists to create a film about the challenges facing learning disabled and neurodiverse artists, which was screened at the final meeting of the Task Force.

4.3.2 Support for Artists applying for funds

Spare Tyre supported artists and freelancers applying for funding and financial support during this challenging time.

- Supporting Fauve Alice's to successfully apply to the Self-Employed Income Support Scheme and on a ACE Projects Grant fund
- John Holmes and Rebecca Manson Jones ran a session for Associate Artists about how to apply for Arts Council England Project Grants. The team also worked with Lisa Muten on a specific application to this fund.
- Rebecca Manson Jones created a template to assist small companies with applications to the DCMS Cultural Recovery Fund.
- Arts Council England commissioned Spare Tyre to provide access support to a neurodivergent applicant to its Developing Your Creative Practice fund

4.3.3. What Next? Lewisham

Spare Tyre worked with freelance producer and coach Annette Corbett to keep the What Next? Lewisham chapter active and vibrant during lockdown.

Special meetings were held online, with subjects including the Lewisham London Borough of Culture year in 2022 and the We Shall Not Be Removed campaign for disabled people in the creative industries.

Stats: 13 meetings, 247 attendees.

4.3.4 Knowledge and skill sharing

Rebecca Manson Jones conducting the following

- Advised St Margaret's House and sat on recruitment panel for the Project Co-ordinator role for Ghyama Arts!
- Presented on Spare Tyre's sensory practice in lockdown for Mercers' Charitable Trust (25 attendees).
- Presented on Spare Tyre's work with people living with dementia at Arts 4 Dementia meeting (12 attendees).
- Conducted a further 36 one-on-one artist meetings and mentoring sessions.

5 Diversity and inclusion

Spare Tyre has always taken diversity and inclusion seriously. The company remains mindful of the need to provide and nurture leadership in under-represented groups and action will be taken at all levels of the company's work from governance to entry level and across the programme from artistic work to administrative support.

A particular focus in 20-21 has been ensuring that artists and participants from under-represented groups are not left behind during the pandemic or in post-pandemic recovery.

5.1 Safeguarding

Spare Tyre actively embraced embedding safeguarding through all our practices.

The existing safeguarding policy and code of conduct were updated in 20/21 by our Designated Safeguarding Lead, Rebecca Manson Jones and Safeguarding Lead trustee, Sebastien de Morelos and will be reviewed annually. All Trustees take online Safeguarding training and all freelances are inducted in Safeguarding and our code of conduct.

Our Safeguarding policy interacts with our GDPR, Dignity At Work and Social Media policies in particular.

Rebecca Manson Jones continued as the Independent Theatre Council's Safeguarding trainer. This included safeguarding training on 17/9/2020 for 9 attendees.

5.2. Campaigning and Advocacy

Spare Tyre contributed to and supported a number of campaigns for equality and inclusion in the arts.

These include:

- Signatories and involvement in the development of the new Anti-Racism Touring Rider.
- Rebecca Manson Jones, John Holmes and Associate Artist Yolande Bramble-Carter attended the Speak - Listen - Reset – Heal anti-racism conference organised by Inc Arts.
- Signatories of the #EndAbleism pledge.
- Rebecca Manson Jones wrote articles on a variety of subjects including the death of George Floyd and institutional racism, women in public space and long COVID.

5.3 Fair pay

All artists and freelances were paid for work cancelled during the pandemic, with other roles found within the company's programme where possible.

Spare Tyre remained a London Living Wage employer. As members of ITC all freelances and contractual staff were paid according to the ITC/ Equity agreement rates.

5.4 Climate Emergency

Spare Tyre works with Julie's Bicycle to monitor its carbon footprint, including touring and use of materials.

In December 2020 Spare Tyre signed the Culture Declares movement to declare the climate and ecological emergency. Executive Director (Joint CEO) John Holmes wrote an article on this subject.

5.5 Future planning

Diversity and inclusion work started in 2020-21 that will come to fruition in the next financial year includes:

- An application to the Department for Culture, Media and Sport's Cultural Recovery Fund to run an inclusive training programme in sensory artistic practice.
- Open recruitment for Trustees with a view to appointing up to five new Trustees in 2021-22.
- Developing a 'hybrid' model mixing in-person, digital and remote methodology to allow Spare Tyre to work participants with different needs and shielding requirements.

6 Partnerships and collaborators

The Trustees and Spare Tyre team wishes to acknowledge and thank the partners we have worked with during 2020-21.

St Margaret's House (Tower Hamlets):

- 2020/21: Ghyama Arts!
- Planned for 2021/22: Ghyama Arts!, We Will Be Happy Here and Covid Cafes.

Bangladeshi Parents and Carers Association (Tower Hamlets):

- 2020/21: Ghyama Arts!
- Planned for 2021/22: Ghyama Arts! and We Will Be Happy Here.

Haynes Dementia Centre and Jackson's Lane

- 2020/21: Spare Tyre Through Your Letterbox
- Planned for 2021/22: Together project.

London Borough of Lewisham

- 20/21: Spare Tyre Through Your Letterbox
- Planned for 2022: We Will Be Happy Here

London Borough of Redbridge:

- 20/21: Spare Tyre Through Your Letterbox

Short-term partnerships for specific projects included: Access All Access and Fuel (Freelance Task Force), Trinity Laban, The Befrienders and Voices In Motion (Statues for the Unforgotten) and Barchester Care Homes (Spare Tyre Through Your Letterbox).

6.1 Freelance artists

In 2020-21, Spare Tyre worked with the following freelance artists:

Russell Alderson, Fauve Alice, Debbie Bandara, Yolande Bramble-Carter, Kali Chandrasegaram, Leslie Davidoff, Lesley Ewen, Mia Foo, Aisling Gallagher, Genetic Moo, Esther Hopkins, Astrid Hilne, Paul Johnson, Emily Ling Williams, Kitty Martin, Ellie Mason, Lisa Muten, David Munns, Jo Paul, Dr Naomi Paxton, Tamara Stein, Alice Theobald, Vici Wreford-Sinnott.

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6.2 Future partnerships

Partnerships developed in 2020/21 for future work include:

- Solace Women's Aid
- Ashcroft Arts Centre (Fareham): We Will Be Happy Here
- The Spring (Havant): We Will Be Happy Here
- Kingston Mencap: We Will Be Happy Here
- NHS Haringey, Haringey Council and Bruce Castle Museum: Spare Tyre Through Your Letterbox -social prescribing

6.3 Funders

In 20/21, Spare Tyre is very grateful to receive funding from the following supporters:

- Arts Council England (National Portfolio Organisation)
- Lewisham Council (Small Business Support Fund and We Are Lewisham Micro-Commissions)
- The Mercers' Company
- People's Postcode Trust
- Redbridge Carers Support Service
- Austin Hope Pilkington Trust
- Barchester Healthcare
- Groundworks
- Wandsworth Council

6.4 Funding Partnerships

Through partnerships, funding has been secured for Spare Tyre to undertake future projects from NHS Better Care Fund, Thriving Communities Fund and City Bridge Trust.

7 The Year in Numbers

Spare Tyre works over time with small groups of people. Our aim is for deep, long-lasting engagement.

- *Spare Tyre created and presented 2 online interactive shows (Signal Fires: Beyond the Shield and Statues for the Unforgotten) that were enjoyed by 191 audience members on Zoom and YouTube.*
- *We undertook research and development for 1 new production (We Will Be Happy Here) over one week at The Albany*
- *We engaged 21 freelance artists (the same number as the pre-pandemic year 19/20) and 7 other freelance consultants, Of these, 21 (75%) were women, 13 (46%) said self-identified as disabled and 5 (18%) came from*
- *We Commissioned 12 professional artists to create new work.*
- *We Undertook 249 participatory arts sessions with 1,174 opportunities for participation.*
- *We worked with 190 individual participants.*
- *We provided 19 development, training or mentoring opportunities 31 artists*
- *We learned how to work in a new medium and to share this work with audiences across England, Wales and beyond.*

Director's Responsibilities

Company Law which is also applicable to charitable companies in England and Wales requires the directors, who are also trustees of the company, to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the results of the company for that year.

Going Concern.

The trustees confirm that in their opinion it is appropriate to prepare these accounts on a going concern basis. The trustees also confirm that in their opinion the charity will be able to continue to operate for at least 12 months from the date of this report.

Reserves

The trustees have had regard to the liquidity requirements of operating the company and have established a reserves policy (see below).

The trustees have established the level of reserves (that is those funds that are freely available) to maintain adequate working capital. Reserves are needed to bridge the funding gaps between spending on projects and receiving resources, or to mitigate against unexpected and temporary drops in income. The trustees have examined the charity's requirement for reserves in light of the main risks to the organisation. It is the aim of the trustees to build the level of reserves so that they equate to three months of running costs. In addition the trustees may identify Designated Funds to assist long-term planning for the company.

Free reserves were £130,550 as at 31st March 2021 which the Trustees consider an appropriate level to meet the above policy.

- In preparing those financial statements, the directors/trustees are required to: select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent; and
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors/trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with company law, as the company's directors we certify that:

so far as we are aware there is no relevant audit information of which the company's examiner is unaware:

as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the company's examiner are aware of that information.

Independent Examiner

A resolution will be proposed at the Annual General Meeting that Frank Lachman be re-appointed as Independent Examiner to the charity for the ensuing year. The financial statements comply with the 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) (effective 1 January 2019).

By order of the directors

Michelle Smith



18/01/2022

Independent Examiner's Report on the Accounts

On accounts for the year ended 31st March 2021 set out on pages 15 to 22.

Responsibilities and basis of report

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

Having satisfied myself that the accounts 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.

Independent examiner's report

Since the company's gross income exceeded £250,000 your examiner must 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 Institute of Chartered Accountants in England & Wales, which is one of the listed bodies.

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

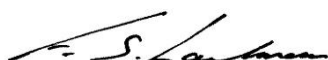
accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or

the accounts do not accord with those accounting records; or

the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or

the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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



Frank S Lachman FCA
Member Institute of Chartered Accountants in England and Wales
Chartered Accountant
Independent Examiner

16b North End Road
London NW11 7PH

Dated: 18/01/2022

**Spare Tyre Theatre Company Limited
Company Limited by Guarantee
Statement of Financial Activity
For the Year Ended 31st March 2021**

	Note	Unrestricted Funds	Restricted Funds	Total Funds 2021	Total Funds 2020
Income					
Voluntary income	2	155,085	-	155,085	158,271
Charitable activities	3	25,810	20,450	46,260	79,649
Total income		<u>180,895</u>	<u>20,450</u>	<u>201,345</u>	<u>237,920</u>
Expenditure					
Charitable activity costs	5	143,495	27,926	171,421	255,268
Total expenditure		<u>143,495</u>	<u>27,926</u>	<u>171,421</u>	<u>255,268</u>
Net income/expenditure		37,400	(7,476)	29,924	(17,348)
Reconciliation of funds					
Total funds brought forward		93,150	8,983	102,133	119,481
Transfers			-	-	-
Total funds carried forward	10	<u>130,550</u>	<u>1,507</u>	<u>132,057</u>	<u>102,133</u>

The statement of Financial Activities includes all gains and losses recognised in the year

All income and expenditure derive from continuing activities.

Spare Tyre Theatre Company Limited
Company Limited by Guarantee
Balance Sheet
For the Year Ended 31st March 2021

	Note	2021	2020
Fixed assets			
Tangible Assets	7	2,615	3,053
Current assets			
Debtors	8	6,054	4,276
Cash at bank and in hand		134,194	114,646
Total current assets		<u>140,248</u>	<u>118,922</u>
Current liabilities			
Creditors - amounts falling due within one year	9	10,806	19,842
		<u>10,806</u>	<u>19,842</u>
Net current assets		129,442	99,080
Net assets		<u>132,057</u>	<u>102,133</u>
The funds of the charity			
Funds	10	132,057	102,133
Total charity funds		<u>132,057</u>	<u>102,133</u>

For the year ended 31 March 2021 the company was entitled to exemption under section 477(2) of the Companies Act 2006.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for:

- i. ensuring the company keeps accounting records which comply with section 386; and
- ii. preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit and loss for the financial year in accordance with the section 393, and which otherwise comply with the requirements of the Companies Act relating to accounts, so far as applicable to the company.

The accounts have been prepared in accordance with the special provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime, and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

Approved by the directors on 18/01/2022, and signed on their behalf by Michelle Smith



1 Accounting Policies

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

Spare Tyre Theatre Company Limited 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 note(s).

(b) Tangible Fixed Assets

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

Computer and touring equipment	- over 3 years
Office equipment	- 15% on reducing balance

(c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably. Income from grants, whether capital or revenue grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants has been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

(d) Expenditure

All expenditure is accounted for on an accruals basis. Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party. It is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs are allocated to a category either because such costs are directly incurred in relation to such category, or because they are support costs in respect of which an apportionment has been made between the categories.

Support costs consist of infrastructure costs for salaries, premises, office administration. Such costs are apportioned on a reasonable and consistent basis to the various categories with a view to determining, as accurately as possible, the total resources expended for each category. The basis of apportionment used is either a function of staff time applied to a given activity, or an estimate of the proportion of costs associated with the same, or a combination of both.

Direct and Support costs are separately shown by natural classification in Note 6 to these accounts for each category of cost.

(e) Taxation

The company as a registered charity (number 1301049) is exempt from taxation on most investment income insofar as it is applied for charitable purposes. The company is also exempt from taxation on capital gains.

(f) Debtors

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

(g) 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.

2 Voluntary Income

	Unrestricted Funds	2021	Unrestricted Funds	2020
Grants for General Running Costs				
Arts Council of England	153,646	153,646	150,870	150,870
Arts Council of England - Catalyst	-	-	1,993	1,993
Donations	1,439	1,439	5,408	5,408
	<u>155,085</u>	<u>155,085</u>	<u>158,271</u>	<u>158,271</u>

3 Income from charitable activities

	Restricted Funds	Unrestricted Funds	2021	Restricted Funds	Unrestricted Funds	2020
Grants and donations						
Austin Hope Pilkington Trust	-	1,000	1,000	-	-	-
Groundworks	500	-	500	-	-	-
City Bridge Trust	-	-	-	7,750	-	7,750
People's Postcode Trust	6,000	-	6,000	-	-	-
Barchester Healthcare	1,000	-	1,000	-	-	-
London Borough of Lewisham	1,000	5,000	6,000	-	-	-
The Mercers' Company	-	-	-	34,650	-	34,650
London Borough of Redbridge	-	-	-	1,500	-	1,500
Wandsworth Council	400	-	400	1,600	-	1,600
Redbridge Carers Support Services	1,500	-	1,500	-	-	-
Deferred Grants carried forward	-	4,600	(4,600)	-	14,650	(14,650)
Deferred Grants brought forward	14,650	-	14,650	21,135	-	21,135
	20,450	6,000	26,450	51,985	-	51,985
Fees, commissions, hires & misc income	-	19,810	19,810	-	27,664	27,664
	20,450	25,810	46,260	51,985	27,664	79,649

4 Net incoming Resources

Net (outgoing)/incoming resources are stated after charging:

	2021	2020
Depreciation of tangible assets	438	2,542
Examiner's fee	1,000	1,000

5 Charitable activity costs

	Support costs Unrestricted	Charitable Activity Costs Restricted	Charitable Activity Costs Unrestricted	Governance Costs Unrestricted	Fundraising Costs	Total 2021
Artists' and creative fees	-	23,367	1,800	-	-	25,167
Travel expenses	-	86	-	-	-	86
Production costs	-	2,596	97	-	-	2,693
Studio and venue hire	-	1,106	-	-	-	1,106
Marketing	400	-	-	-	-	400
Documentation and evaluation	-	275	-	-	-	275
Access	-	396	456	-	-	852
Salaries	112,332	-	-	-	-	112,332
Administration and other fees	1,730	-	-	-	787	2,517
Staff pension contributions	4,978	-	-	-	-	4,978
Rent and storage	11,049	-	-	-	-	11,049
Telephone	35	-	-	-	-	35
Insurance	1,427	-	-	-	-	1,427
Postage, stationery and IT costs	5,363	-	-	-	-	5,363
Subscriptions	80	-	-	-	-	80
Sundry expenses	245	-	-	-	-	245
Research and conferences	733	-	-	-	-	733
Recruitment and training	198	100	-	-	-	298
Depreciation	-	-	-	438	-	438
Bank charges	-	-	-	225	-	225
Board travel and meetings	-	-	-	109	-	109
Legal and professional	-	-	-	13	-	13
Independent examination	-	-	-	1,000	-	1,000
	138,570	27,926	2,353	1,785	787	171,421

Comparatives 2020

					Total 2020
Artists' and creative fees	-	27,391	40,199	-	67,590
Travel expenses	2,409	7,434	8,119	-	17,962
Production costs	-	1,855	2,417	-	4,272
Studio and venue hire	-	3,630	3,790	-	7,420
Marketing	1,876	890	607	-	3,373
Documentation and evaluation	-	1,300	-	-	1,300
Access	-	502	-	-	502
Salaries	113,788	-	-	-	113,788
Administration and other fees	658	-	-	-	658
Staff pension contributions	5,300	-	-	-	5,300
Rent and storage	15,869	-	-	-	15,869
Telephone	302	-	-	-	302
Insurance	1,427	-	-	-	1,427
Postage, stationery and IT costs	6,083	-	-	-	6,083
Subscriptions	1,302	-	-	-	1,302
Sundry expenses	846	-	59	-	905
Recruitment and training	1,089	-	-	-	1,089
Depreciation	-	-	-	2,542	2,542
Bank charges	-	-	-	423	423
Board travel and meetings	-	-	-	301	301
Legal and professional	-	-	-	1,860	1,860
Independent examination	-	-	-	1,000	1,000
	150,949	43,002	55,191	6,126	255,268

6 Employees and Freelancers

	2021	2020		2021 No.	2020 No.
Wages, salaries and fees	128,837	173,909	Management	3	4
Social security costs	6,862	7,469	Other	28	30
	135,699	181,378		31	34

No employee earned more than £60,000 during the year (2020 Nil) .

7 Tangible Fixed Assets

	Office Equipment	Computers and Touring Equipment	Total
Cost			
At 31st March 2020	2,945	24,129	27,074
Disposals	-	-	-
Additions	-	-	-
At 31st March 2021	<u>2,945</u>	<u>24,129</u>	<u>27,074</u>
Depreciation			
At 31st March 2020	2,326	21,695	24,021
Disposals	-	-	-
Charge for the year	109	329	438
At 31st March 2021	<u>2,435</u>	<u>22,024</u>	<u>24,459</u>
Net Book Values			
At 31st March 2021	<u>510</u>	<u>2,105</u>	<u>2,615</u>
At 31st March 2020	<u>619</u>	<u>2,434</u>	<u>3,053</u>

8 Debtors

	2021	2020
Trade debtors	1,805	305
Prepayments and accrued income	714	1,026
Other debtors	3,535	2,945
	<u>6,054</u>	<u>4,276</u>

9 Creditors - Amounts falling due within one year

	2021	2020
Trade creditors	-	1,227
Social Security and other Taxation	2,927	2,717
Deferred grants	4,600	14,650
Accruals	3,279	1,248
	<u>10,806</u>	<u>19,842</u>

10 Reconciliation of Movement in Funds

		Balance at 31 March 2020	Income	Expenditure	Transfers	Balance at 31 March 2021
Restricted Funds	- Income	8,983	20,450	27,926	-	1,507
Unrestricted Funds	- General	88,150	180,895	143,495	- 15,000	110,550
	- Designated	5,000	-	-	15,000	20,000
		<u>102,133</u>	<u>201,345</u>	<u>171,421</u>	<u>-</u>	<u>132,057</u>

General Fund: are moneys which can be used by the Trustees at their discretion for any purpose and which have not been designated by them previously

The Executive recommended a transfer of £15,000 from the General reserves to the Designated fund, which was approved by Trustees at a Board meeting on 28th April 2021

In 2020/21, £6,634 was received in Theatre Tax Relief. The Executive and Trustees have agreed this income will specifically be used for the production We Will Be Happy Here in 2021/22

11 Analysis of Net Assets between Funds

	Tangible Fixed Assets	Net Current Assets	Total 2021	Total 2020
Restricted Funds	-	5,967	5,967	8,983
Unrestricted Funds:				
General	2,615	103,475	106,090	88,150
Designated	-	20,000	20,000	5,000
	<u>2,615</u>	<u>129,442</u>	<u>132,057</u>	<u>102,133</u>

12 Trustees

During the year, none of the trustees received any remuneration from the trust and no expenses were reimbursed to any of them except as shown below.

One Trustee (David Atkinson) was paid to assist with a fundraising application. This was approved by the other trustees and was in line with Charity Commission guidance. The fee paid was £787.00.

No other professional fundraisers were used during the year.