

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).

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.

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:

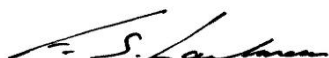
accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or

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

		Unrestricted Funds	Restricted Funds	Total Funds 2021	Total Funds 2020
	Note				
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><u>132,057</u></u>	<u><u>102,133</u></u>
The funds of the charity			
Funds	10	132,057	102,133
Total charity funds		<u><u>132,057</u></u>	<u><u>102,133</u></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.